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Sales Management

THE MAGAZINE OF MARKETING

**LEASING: KEY TO INTRODUCTION OF
FAIRCHILD'S SCAN-A-GRAVER** Page 24

**WHY 10% OF TANDY'S LETTERS
ARE NEVER MAILED** Page 41

**ONE-MARKET SATURATION WINS
FOR 'LAUREL SPRINGS'** Page 53



NOV • 20 • 1952

FIFTY CENTS



Convention Plans
 Motion Pictures
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 Skits
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WHAT HAPPENS...

WHEN HE GETS IN?

Do your salesmen sell your product *the way you want it sold*? Here's how you make sure.

The Jam Handy Organization will help you make your next series of sales meetings more effective . . . make your salesmen remember your product and service story and tell it *the way you want it told*. Teams of specialists in practical selling interpret your ideas to other teams skilled in the art of creating visual materials . . . of holding attention . . . of driving home the facts that your salesmen must have to sell your product. With *visible* proof that your product is better—your salesmen will not forget it.

ONE-STOP SERVICE coordinates *the whole job*—spares your time . . . controls the cost . . . assures top results—one explanation of objectives, one responsibility, one accounting, one reasonable price.

Make your sales meeting more effective—call the nearest Jam Handy office to discuss successful methods.

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Organization

One-Stop Service

Offices →

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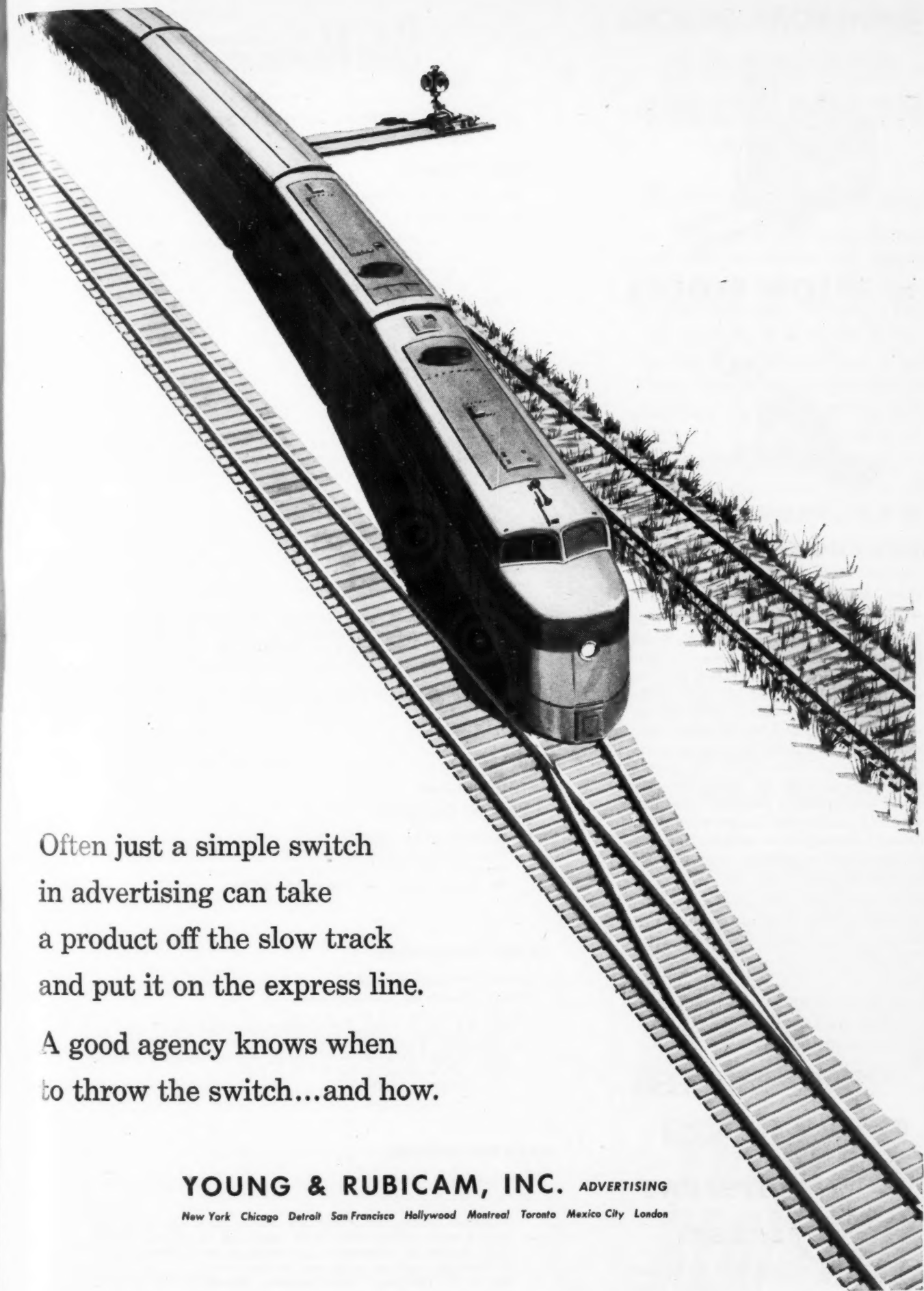
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DETROIT 11
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PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
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LOS ANGELES 27
7046 Hollywood Blvd.



Often just a simple switch
in advertising can take
a product off the slow track
and put it on the express line.

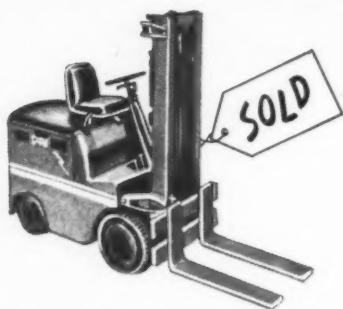
A good agency knows when
to throw the switch...and how.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

NOVEMBER 20, 1952

from **FORK TRUCKS**



to **PILLOW BLOCKS**



N.E.D. PROVES IT PRODUCES SALES

How do we know? 5,927 industrial officials told us!

In the most comprehensive study we have ever undertaken, over 17,000 N.E.D. inquiries were traced back to the inquirer. We found out that—at the time of the study—2,488 sales had already resulted and 6,429 additional purchases were pending. The products bought ranged from capital equipment costing thousands of dollars to the small maintenance items . . . the men who did the buying occupied key positions in management, engineering and design, plant operation, maintenance and purchasing.

If you haven't already seen this study, we'll be glad to send you a copy. Just ask for "2,488 Sales and How They Were Made".

- 66,400 COPIES (Total Distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION **CCA**



1213 West Third Street
Cleveland 13, Ohio

Sales Management

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T.R. OFFERS THE ABC PAID CIRCULATION AUDIT

Write for your copy

. . . and for other data showing that in terms of Buyer Evaluation and in Purchasing Power and Volume, the use of T. R. is nearly exclusive in a major portion of all Plant and other Industrial Purchasing Power of the U.S.—and T. R. total of paid circulation is far in excess of any and all other guides, all of free distribution.

**T.R. OFFERS MORE INQUIRIES
WITH GREATER POTENTIAL
THAN ANY OTHER MEDIUM
IN THE INDUSTRIAL FIELD**

9,956 T. R. Advertisers stand as vital proof that product descriptive advertising in T. R. is resultful. Check the 1952 Edition—make sure your company is adequately represented.

It Pays to Advertise in



THOMAS REGISTER

The Only Paid Circulation in the Field—ABC 96% Paid

Remington Rand's M. N. Rand says:

Modern Machines Need
Modern Moving...More and More
We're Using

Flying Tigers



NOW SERVING THE PACIFIC NORTHWEST! With Regularly Scheduled Service to and from Seattle, Washington; Tacoma, Washington; and Portland, Oregon.



OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA • CABLE: FLYTIGER



**EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760**

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SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

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Member



November 20, 1952 Volume 69 No. 11

here's how Sweet's
can help you harness
the power of the
TWO-WAY system of
marketing

Manufacturers who wish to do so can utilize Sweet's experience and facilities in meeting any one or any combination of these five basic catalog needs:

catalog design

to provide the specialized information needed by buyers in specific market groups, make this information easy to find, and prompt the desired buying action.

catalog production

to meet quality standards at reasonable costs.

catalog market coverage

to reach all important potential buyers, to the point of diminishing returns.

catalog accessibility

to capitalize buying interest immediately.

catalog coordination

to improve performance of the catalog, along with that of advertising and personal selling, in an over-all marketing plan.

Service

Boston
Buffalo
Chicago
Cincinnati
Cleveland

Detroit
Los Angeles
Philadelphia
Pittsburgh
St. Louis

How We Help Prospects Buy From Us

Thousands of ready-to-buy prospects are always looking for suppliers to whom they can give orders.

by F. L. JACKSON,

Advertising Manager, Grinnell Company, Inc.

Our next year's business will come from people who are going to buy pipe fittings, pipe hangers, unit heaters, valves, or fire protection equipment—from someone. Naturally, we want that "someone" to be Grinnell.

Of course, we are going to advertise in business publications and via direct-mail to tell as many potential buyers as we can reach that Grinnell makes all those things. We will tell them over and over again why they should buy these products from Grinnell.

But that is not all.

We will place catalogs of our various products in the hands of thousands of potential customers so that whenever they want comprehensive information and technical data, they can find it without delay and with almost no effort.

Why do we send out this kind of product data before prospects ask for it? Doesn't this tend to short-circuit requests for catalogs that we could use as sales leads? We don't think so.

Many prospects won't write for catalogs—especially those who are not ready to talk with the sales representative who will follow up the inquiry. Also, we think we stand a better chance to make a favorable sales contact at the prospect's invitation, after he has had the opportunity to study our product in some detail.

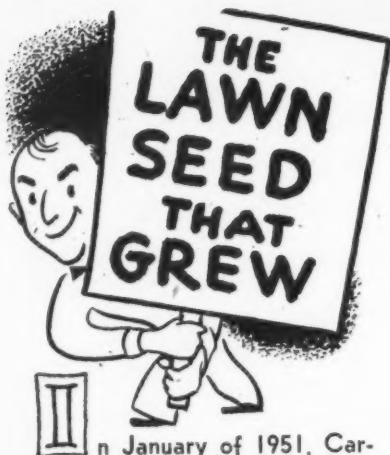
It is reasonable to suppose that you can get more orders, faster and at lower cost, if you meet your prospective customers half way. You do this by removing all possible hin-

drances to buying. We don't believe in making it any harder than necessary for a cash customer to find out, through adequate product information, that we have what he is looking for. That is why Grinnell invests a good part of its marketing dollars in catalogs, and in getting them into the hands of prospects where they will do some good.

Most of our catalogs are specially designed for certain markets. Some we distribute individually and others we send out in pre-filed form through Sweet's Catalog Service, where the markets served by Sweet's coincide with ours. This pre-filed distribution (in bound collections of manufacturers' catalogs) gives us good assurance that our catalogs will be kept and used. The fact that we have used Sweet's service for 35 years is a measure of the importance we attach to getting the best possible performance out of our catalogs.

It should be pretty obvious that the easier you make it for your products to be bought, the easier they are to sell. Maybe it would be more accurate to say that it makes them less difficult to sell—because anybody who has been at it even a short time knows that marketing to industry is never easy. About the best you can do is to figure out ways to cut down some of its inefficiencies and some of its cost.

In our opinion, better distribution of product information, so as to anticipate the needs of buyers who are looking for suppliers, offers a big, practical step in this direction.



In January of 1951, Cargill's new Miracle Green lawn seed showed less than 1% brand preference in the St. Paul Consumer Analysis. The following spring, however, Cargill's agency, Bruce B. Brewer & Co., placed full page color newspaper advertisements in St. Paul along with strong dealer merchandising to drive for the peak spring business. Result — in January of 1952, Miracle Green was practically tied with two other leaders for second place with an 11% stated brand preference in the St. Paul Consumer Analysis.

What about 1952?

Well, Cargill repeated the dose this last spring. The patient is doing fine, thank you, and the 1953 Consumer Analysis will tell the story.

St. Paul was a logical city for this promotion because it is a "hot" lawn and garden market. Just think, over 81% of all St. Paul families are responsible for the lawn around the dwelling in which they live. Yes, and 60% of all St. Paul families buy lawn seed. Remarkable also is the number of families (44%) who maintain regular flower gardens and those (30%) who maintain regular vegetable gardens.

The point is that regardless of the product, if you advertise it at the right time and with the right copy, local newspapers will sell it in the right quantities.

St. Paul Dispatch
A RIDDER PIONEER PRESS NEWSPAPER

Pioneer Press

RIDDER • JOHNS, INC. — REPRESENTATIVES
NEW YORK • CHICAGO • DETROIT

The Human Side

Royal Treatment

Don't count the British out—not even if at times the Empire seems flat on the mat. For practical British ingenuity may yet save the day. By tightening up its belt, by stepping up production of the things it makes so marvelously well, by turning its hand to things like tourists—who once were merely an adjunct to its economy—Britain is slowly getting to its feet. Today, more than ever, the Empire is seizing upon opportunities to garner more of our inflated dollars. And British Railways—Nationalized, of course—are about to cash in on the Coronation by helping American visitors to see more of the country than many of them normally could.

We were intrigued by a small advertisement (It had to be small, BR's advertising budget is not large and is directly tied into income from its American operations.) in *The Saturday Review*. The advertisement announced a new "Guest Ticket," providing nine days of unlimited rail travel everywhere in Britain. The cost of this ticket—a pass, really—was so small and the idea so novel we went up to the Time and Life Building, where British Railways lives in New York and talked with one of their men. The news was better than the advertisement would have led us to believe. Originally BR set up the Guest Ticket arrangement as a two-type plan: \$45 for a first-class, nine-day pass, \$30 for a third-class one. But the idea has caught so nicely that the outfit has reduced the rates still further: Now you can travel from Land's End to John O'Groats and anywhere between for \$36 first-class, \$24 second-class.

How can they do it? How can they afford to let Americans hie themselves all over England, Scotland and Wales for nine days, stopping where they want, getting on again and simply flashing a bit of paper? Numbers, my friend—numbers of Americans. And the



STYLE ON A BUDGET . . . is made possible by British Railway's Guest Ticket. You can travel from London to Bournemouth, first class . . .

SALES MANAGEMENT

National Dealer* Survey

proved . . .

1. 74% reported sales increased an average of 14% following erection of brand-name sign. (Increases ranged from 5 to 55%.)

2. 94% said that PLASTILUX signs had established them in the community as the DEALER for the product on the sign.

3. 62% reported they have stocked a more complete line of the product since the PLASTILUX sign took effect.

4. 79% said their clerks pushed brand-name products more after sign went up.

5. 97% reported PLASTILUX signs have brightened their storefronts and 87% said it brought in more prospects.

6. 99% of dealers reported PLASTILUX signs easier to maintain than neon signs.

* We recently asked 100 dealers, from each of 16 national sign accounts, to give us their honest opinion of PLASTILUX signs after a year's use. A full report, minus company and product names, will be furnished upon request.



Get SIGNews:

Sent free to advertising and sales people. It's the voice of SIGNvertising, keeping you informed of the newest in dealer identification and Point-of-Purchase developments.

WRITE FOR MORE DETAILS

NEON PRODUCTS, INC., 2005 NEON AVE., LIMA, OHIO

NEW YORK, CHICAGO, LOS ANGELES, DETROIT; REPRESENTATIVES IN PRINCIPAL CITIES.

NOVEMBER 20, 1952

Proof Positive

. . . that patented PLASTILUX[®] signs
make "A Dealer" YOUR dealer



When the illuminated sign in front of a store features your brand name, that dealer is *YOUR* dealer, not just another dealer. People with money and ready to buy, see and recognize the sign identifying *YOUR* dealer.

Thousands of prospective customers pass this dealer daily. The sign keeps pounding home that this is *the place to buy* your product. All your other advertising is brought into focus at the point-of-sale and the trigger is pulled at this pay-off point.

How do we know this? We have PROOF POSITIVE from the dealers themselves. 94% of them say they are recognized as *the dealer for the specific product* shown on the sign.

A phone call or letter will bring one of our SIGNvertising Engineers to show how YOU can add this punch at your pay-off points.

Use

SIGNvertising[®]

THE SCIENCE OF SELLING WITH SIGNS



Yesterday's figures are out of date for judging *Today's* National Geographic Magazine

Post-war shifts in population... swifter and cheaper means of transportation... these and other changing aspects of life in America have combined to create peak interest in the world in which we live. And no magazine covers this world-wide living story more colorfully and authentically than the National Geographic. So we say, use *today's* facts to measure the influence and vitality of *today's* National Geographic—

Such as, the more than two million active-minded families who read and own The National Geographic... **a voluntary circulation gain of 66% since 1945!**

Such as, the 84,000 letters from readers recently received in a single day, an all-time high!

Such as, the growing volume of "dollar return" advertisers who regularly appear in the magazine. These advertisers rate The National Geographic among the most important of their top-grade producers.

America's most active minds
read

THE
**NATIONAL
GEOGRAPHIC
MAGAZINE**

Member Audit Bureau of Circulation

thing is broader than it is long. For we Americans will eat and drink and possibly sleep wherever we go. And we'll buy, too—china and leather and fine soaps and tweeds and silks and antiques. We represent dollars as well as guests and those small Guest Tickets will mark us VIP's. Queen Elizabeth will not be alone in getting royal treatment during Coronation time.

Here's how the Guest Ticket works: Travel agencies all over the U.S. have been given full details of the plan: And since the Guest Tickets will be sold only here in the States or in Canada, you must arrange purchase of one *before* you get to England. The tickets may be used on any consecutive nine days but, as BR points out, there's no reason at all why you may not purchase two of them, or three or four. However, for each you must specify on which nine days you intend to travel. This is a matter of simple expediency. British Railways must plan for guests even as you and I. And it would run counterwise to traditional British hospitality if you should find all trains full of other Americans and British when you attempted to use the pass.

Only the few Continental boat trains from London are exceptions to the unlimited-use rule of the Guest Tickets. Otherwise you may board any train, any place in the UK, except Eire, and travel the low or the high roads. For British Railways' intensive services and network of routes literally blanket the countryside. There are more than 7,000 stations at which the Ticket will be—as BR says—"honoured." And there are 20,000 route miles over which the Ticket is valid. No town, village or hamlet in England is more than 18 miles from a railroad. And through one station alone, near London, over 2,500 trains pass every 24 hours.

We were loaded down with brochures of the various and famous British trains which you may use on your Guest Ticket. One of the "Belles" might intrigue you: The Bournemouth Belle or her sisters, Devon Belle, Kentish Belle or Brighton Belle. Bournemouth Belle "runs daily in both directions throughout the year, stopping only at Southampton. She provides a smooth, comfortable journey, excellent meals en route and courteous attention." She'll glide you down to the town from which she draws her name. And when you get there you may stay at one of the hotels operated by The Hotels Executive, British Transport. There are 47 such hotels operated by this agency and a variety of tours available under British Railways auspices.

But wherever you may go, that small and handsome Guest Ticket will open doors of hospitality to you.



... on this luxury train; for that matter you can travel all over England, Scotland, Wales for a mere \$24 on the nine-day pass—Americans only.

COMMENT

You're the Top!

Prospects are looking up for sales executives who aspire to the top paying jobs of their companies.

The November issue of *Fortune* analyses the backgrounds of the 900 top managers (the 250 biggest industrial companies on the basis of sales, 25 biggest railroads, and 25 biggest utilities) and concludes:

One man in 10 went into sales. (He upped his chances of the top job when he went into machinery and equipment, and doubled them when he chose building materials or food. Dead end: utilities.)

Surprisingly, based on a general impression of the facts, only one in 20 of today's top 900 came up through law. Only one in 14 rose through engineering. However, one in 6 found the sure path to advancement came from production. And one in 4 started out in some clerical capacity, and then demonstrated general management talents superior to all executives in other professions or occupations in his company.

Today's crop of sales executives appear to have more savvy than yesteryear's sales chiefs. Those who are now among the top 900 are younger than executives who came up through other channels. Note in the following table that sales leads the list as the last step to the top and that more sales executives under 50 made the goal:

The Job Before the Top Job

	No. top execs.	% of top execs.	% of oil execs.	% of steel execs.	% of utility execs.	% of top execs. under 50
Law	63	8.2	13.1	3.0	15.4	12.6
Sales	192	24.9	23.0	24.2	4.6	34.7
Finance	127	16.5	8.2	12.1	16.9	10.5
General management ..	123	15.9	8.2	27.3	33.8	12.6
Production & operations	176	22.8	41.0	24.0	9.2	18.9
Engineering & research	84	10.8	4.9	6.1	20.0	9.5
Other	7	0.9	1.6	3.0		1.1

What are the qualities of leadership which a board of directors now find in today's sales executive when he's moved to one of the 3 highest paid jobs? *Fortune* sees it this way:

"Many of the big companies have become too vast for the true specialists in law or finance or engineering to manage. Men in those fields indeed reached top positions, but they have done so probably because they possessed two qualities that come more easily to alert sales executives and to other non-specialists: a capacity for taking a broad view of company activities, and an ability to get along with people. The new manager was not, after all, expected to run the show; he was expected to fuse the judgments of other managers and keep the parts of the company in balance. He was expected to be receptive. The transition from first-generation to second-generation management was essentially a salesman's job."

GUNNING FOR MORE HUNTING EQUIPMENT SALES?



Hunt where the hunting is best—take a shot at the hundreds of thousands of men who pay \$10 a year—or 25 cents a copy at the newsstands—for *The Sporting News*, national baseball weekly.

Read by more than a million sports-minded men, your advertisement will reach an audience of sportsmen . . . a rich, responsive market for everything a man buys.

The Sporting News

Published weekly for 66 years

2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal

THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
371.134 DAILY • 300.970 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

THERE'S AN ECHO
IN THE VALLEY...

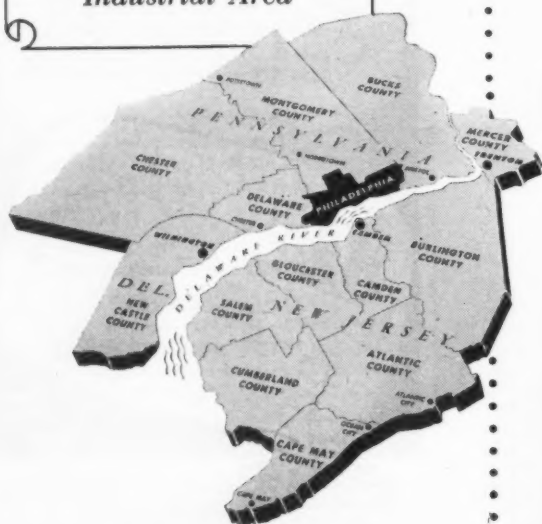
Building!

Building!

Building!



The World's Greatest
Industrial Area



DELAWARE VALLEY, U.S.A.

...the Greater Philadelphia Market!

Building makes the big noise in the Delaware Valley these days! From Trenton to Wilmington... through its nerve center in Philadelphia... construction is the keynote.

New plants rise... \$1½ billion worth under construction and planned... others expand. New homes built by the thousands house the workers who keep the Valley humming. This boom pays off, too... in an unprecedented volume of wages and salaries for Valley residents. It's a big build-up of buying power!

All this dynamic Delaware Valley activity has the forceful backing of THE PHILADELPHIA INQUIRER. Chief stimulator of commercial and industrial growth, THE INQUIRER gained and holds its leadership through service. Every month, more national and local advertisers profit from this INQUIRER influence through the *whole* Delaware Valley.

The Philadelphia Inquirer

Constructively Serving The World's Greatest Industrial Area



Now in its 19th
Consecutive Year of Total
Advertising Leadership
in Philadelphia!

Exclusive Advertising Representatives: **ROBERT T. DEVLIN, JR.**, Empire State Bldg., N.Y.C., Longacre 5-5232; **EDWARD J. LYNCH**, 20 N. Wacker Drive, Chicago, Andover 3-6270; **GEORGE S. DIX**, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: **FITZPATRICK & CHAMBERLIN**, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

Almost as though to exemplify this analysis of the sales chief-turned-top boss, the November issue discusses the roles of two dissimilar types of former sales executives: Morris G. Dial, president, Union Carbide & Carbon, and James J. Nance, the new president of Packard. Dial heads the country's No. 2 chemical company. He served his sales apprenticeship in shoes and paper. Nance has, of course, just moved over from Hotpoint appliances.

However, sales chiefs like Dial and Nance who move from one company to another in the same industry, or from one industry to another, run contrary to the pattern of the non-sales 900 who have reached the top jobs. Most of the chief executives joined their companies early and have stuck.

Will this pattern hold for the future—and for sales executives, too? Not necessarily. Just think of the sales executives whom you know who have reached the presidency. Chances are they have worked for more than one company—and for more than one industry. In changing jobs they apparently demonstrate their versatility. And general leadership qualities rather than specialist's talents interest boards of directors most.

It's worth noting that, in *Fortune's* description, Dial lacks that physical exuberance which is so commonly considered a typical characteristic of the successful sales executive: "Mr. Dial is soft-spoken, modest, easy and thoughtful to the degree that he seems almost impersonal."

Of Nance, it says: "he is out to prove that the audacity, tactics, and supersalesmanship of the appliance industry can fix up Packard."

While *Fortune* does not explore the point, can it be that sales executives today are getting the nod more often for the top job because they have the knack for money-making? In our own study ("275 Top-Paid Sales Executives," June 1, 1952) we found that among manufacturing companies reporting under SEC rules, the sales chief usually is among the top 3 of his company's highest paid officials. In many cases, only the president shaded the sales chief in income.

The median income of these 275 sales executives was \$42,500. Among the chief executives surveyed by *Fortune*, the largest group, 29.9%, had incomes in the \$50,000 to \$80,000 range (all before taxes). Some 20.2% had incomes of \$50,000 or less.

It's obvious that executives with top job ambitions now enjoy a more favorable climate than they themselves perhaps have realized. Will these under 50-year-old top executives who have risen through sales make good in troubled times as well as good? Their success is bound to excite directors' interest in looking to the sales route for still more chief executive talent.

We Tip Our Hat

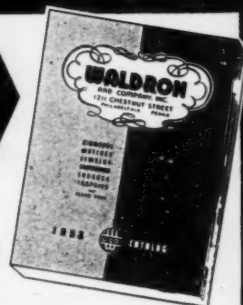
... to those of you who got out the vote on November 4. Where only 48.5 million people went to the polls in 1948, you made it important for some 60 millions to cast their vote this year. In many places, 90% of registered voters cast their ballot.

We hope that you'll be just as enthusiastic about your sales responsibility in the 1954 Congressional and the 1956 Presidential elections. In the interim perhaps we will discover why 40% of the eligible voters failed to vote this year. It's a stupendous achievement to add 11.5 million "customers" for democracy in 4 years, but our biggest sales challenge is among the LANOVOC's—lazy non-voting citizens.

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★



Fourteen years of worry, financial stress and strong personality conflicts almost cost Richard and Eugenia Simons their marriage. The story of how they found new hope, through trained guidance was a Fall feature in the Journal.

necessary?



Happiness CAN be made when people truly know themselves. Patience and humor are necessary ingredients. Both Richard and Eugenia have found new pride in their home, new respect for each other.



The children mean so much—something which the Simonses almost forgot in their bitter resentment over each other's short-comings. Now they know they can give their children security only by being secure within themselves.

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the period ending November 20, 1952

DON'T EXPECT MIRACLES

It's very understandable that sales executives who collected their first election bets in twenty years should be jubilant and optimistic, but following the election I sensed on a Midwestern trip and also here in New York a somewhat unrealistic feeling that a mere change in administration will turn a developing buyers' market into a sellers' market.

It would be unfair to Gen. Eisenhower and the Republicans to expect a sudden and miraculous turn in our economic affairs. Perhaps taxes can and will be reduced—but it isn't going to happen tomorrow. Perhaps we can reach an honorable peace in Korea—but it's unlikely to be next week. Perhaps Stalin and Communism will be reduced to a state of international ineffectiveness—but it's hardly likely to happen even next year.

The more than 26 million Democratic voters did not all reject the campaign argument that if the Republicans got in there would be another depression. Which are they most likely to do—go on a spending spree or sit on their money until the atmosphere is cleared?

Manufacturers in recent years have invested huge sums in expansion programs. Our factory capacity doubled during the 40's and in the last two years has risen another 30%. Will this huge industrial expansion be accelerated still further just because a friendlier administration is in power?

What we are trying to get over in the paragraphs above is our conviction that business isn't going to be good *automatically*. It will be good for some because they work hard to make it so, but for many of us engaged in sales work, conditions might very well get worse before they get better.

When we put too much trust in others, when we feel that business in general will be excellent, and that we'll be carried along on a favorable tide, we get fat and lazy—and a bad recession may set in because we haven't worked with maximum energy and initiative. Let's not let that happen!

SOFT SPOTS IN OUR ECONOMY

We aren't predicting any depression, or even an early recession, but we're inclined to agree with Ewan Clague, Commissioner of the United States Bureau of Labor Statistics, that while the nation's economy is very healthy there are a few soft spots showing.

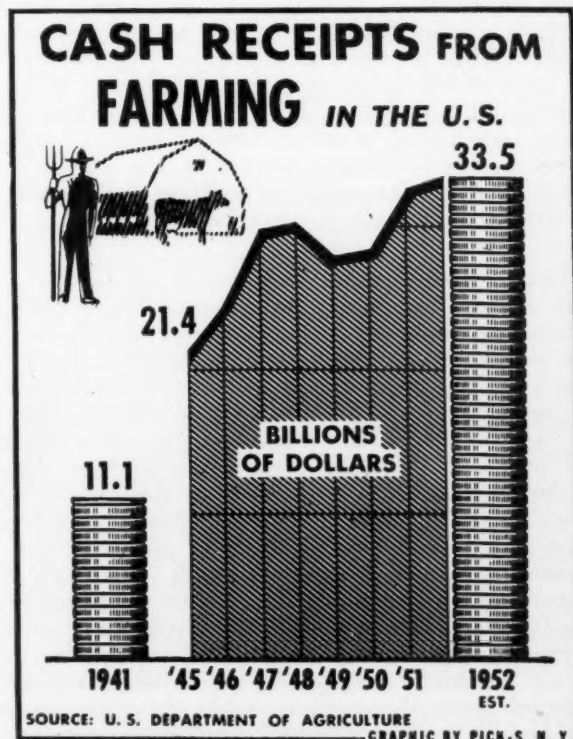
"These needn't be anything serious," Mr. Clague told a Minneapolis group the other day. "They're like a slight fever for a healthy person—he usually can throw it off easily. But they also can be symptoms of something wrong deep inside."

He outlined several government indexes which contain helpful clues for economic prophets. Three of the principal ones are *long range* and reflect economic changes only after they have become pretty deep set. These are: the amount of current capital investment by business, the number of people holding jobs, and the extent of consumer spending.

Three *short range* indexes reflect changes almost immediately and are more prone to show ups and downs which may be only temporary. These are: the daily index of raw materials prices, the wholesale price index of 1,800 commodities and the so-called farmer-parity index which compares the prices a farmer receives with what he has to pay.

All three of these indexes are now down and these are the outstanding soft spots in our economy. But they may be a downward movement which is actually a healthy one, reflecting a leveling off from an earlier inflationary high.

While waiting, it might be wise to watch three *middle range* indexes, which lie between the two extremes. These are the consumers' price index, which reflects the cost of living, the average number of hours worked per week, and the number of unemployment compensation claims. There's still another and less-publicized index: the number of babies being born, and that is at an all-time high.



SALES CLUBS AND THEIR SPEAKERS

There's a terrific difference in the treatment accorded visiting speakers by the various Sales Executives Clubs around the country. That was the consensus of a group of us who participated in the Upper Midwest Sales Conference in Minneapolis the week before last.

Most of the outside speakers at these club meetings and conferences are practicing sales executives who take on the assignments only through a desire to help the profession of which they are a part; they contribute their time and talents and pay their own travel expenses.

What do they receive in return, other than an inward sense of gratification if they believe the speech was well conceived and well delivered? That's where the differences come in between the clubs — and I'm sure the differences are a result of organization rather than intent.

The speaker does expect cooperation from the club on his hotel reservations; he sort of hopes there won't be any delay in getting into his room, that before he's been there very long someone will show up to greet him, that he'll be told where he's expected to sit at luncheons and dinners — and that after he arrives home he will receive a note of thanks.

What happens in some clubs is that they have no plan for handling speakers; each officer may be well-intentioned, but waits for the other fellow. And if some of those clubs are finding it difficult to get outside speakers, it's because the grapevine has carried the word that speakers leave those cities with something of a sour taste in their mouths.

MINNEAPOLIS DOES IT RIGHT

Perhaps some club will succeed in being more hospitable to speakers than the Minneapolis Sales Executives Club—but it seems most unlikely. There were nine of us from outside points and the Club appointed a member to act as a personal reception committee for each visiting speaker. Mine happened to be Emmett D. Salisbury (no relation) of the Salisbury Co. Our slightest wish was usually anticipated. So, much like the chalked codes which tramps used to put on trees or fenceposts around homes to indicate whether the family was a good touch for a handout, the grapevine will carry the word to speakers: "Minneapolis is a good town."

You may be interested in a few of the penciled program notes I made on other speakers. Walter Johnson, secretary of American Airlines, Inc., commenting on the fact that the Negro population has grown from 10 million to 15 million during a period when the disposable income of Negroes has grown from 1 billion to 15 billion, told of a beer sales executive he met in a southern city who said, "Business is very poor with us because in our area there are only 28% whites against 72% colored—and that cuts our sales potentials." . . . In the same city Johnson met another beer man and said, "I understand business is pretty bad with you folks." The second beer sales executive said, "Where did you get that idea? It's wonderful and I'll tell you why. In this territory we have a very unusual situation with 72% of the population Negro. As you know, the Negroes are much better than whites for beer drinking. Business was never so good as it is right now."

Verne R. Martin, general sales manager of the Maytag Co., doesn't believe in blind advertisements for recruiting salesmen. Seldom do they carry conviction, he has found, and they are likely to discourage replies because the prospect fears that the advertisement may have been inserted by the company with whom he is currently employed. Since shifting to signed advertisements, Maytag has doubled the number of returns and finds a great increase in quality.

William A. Blees, vice-president in charge of sales, Crosley Corp. Division of Avco, is encouraging their dealers to get out of what he considers antiquated downtown districts and move to the suburbs, and to keep open in the evenings. "If people are *working* from nine to five every day, how are we going to *sell* them if the store hours are nine to five?"

Keen Johnson, vice-president in charge of public relations, Reynolds Metals Co., had a closing story which brought down the house. It was about his home town in Kentucky where each year they have a show of foxhounds. Walking along the street toward the armory where the show was to be held, he came up with a farmer leading a mangy, droopy old hound and the farmer said that he was entering the dog in the show. Johnson asked him, "Do you think he has a chance to win a prize?" The farmer answered, "No—I'm afraid not, but for an hour or so he will associate with some mighty fine dogs," and, Johnson continued, "I have enjoyed my association with you fine Upper Midwest sales executives."

DID THE POLLSTERS LOSE?

Gallup, Roper and Crossley are coming in for a lot of kidding because they were over-cautious in their election predictions. Having been burned badly in 1948, through a misinterpretation of the "undecided" vote, they assumed this time that the undecided vote would go from 2 to 1 to 3 to 1 for the Democrats. After making this adjustment their figures indicated a tossup between the two candidates.

The one and only reason why the subject comes up in this column is that whenever pollsters fail in making a correct prediction of election returns, many doubting Thomases say, "That only proves that consumer market research is no good in anticipating or correctly recording brand preferences or reactions to new packages, price changes, advertising copy and the like."

It doesn't prove anything of the kind. But there does seem to be an essential difference between controversial and non-controversial questions. Many people will say that they are undecided or have no comment on questions involving their political leanings, and yet the same people will have no hesitancy in talking freely about their preferred brands of coffee or toothpaste or "kibitzing" on a package or advertising theme. There are many good research organizations, including those whose principals stuck their necks out in trying to predict election returns, and any failures they may have registered on the political scene should not be interpreted as a proof of inability to evaluate public opinion and attitudes on non-controversial questions.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Electrical Dealer is:

FIRST



Here are two of the
NINE big "firsts" that should
make "DEALER" first on YOUR list:

	① RETAIL OUTLETS	② WHOLESALE OUTLETS	TOTALS
Electrical Dealer	29,077**	10,988** mostly mailed to home address	40,065
Second Book	26,896*	5,904*	32,800

**CCA of August, 1952—*ABC of June 30, 1952

Electrical Dealer not only gives this BIGGER coverage but, also, gives it at LOWER page cost.

Further: *Electrical Dealer's* is a solid, inspected, requested and controlled coverage—revised every month.

It covers big rural and small-town areas, as well as cities, reaching that 45% of all electrical dealers who sell 83% of all appliances, radios and TV sets.

Electrical Dealer



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NOVEMBER 20, 1952



BY C. A. HARRISON
Vice-President
Fairchild Camera & Instrument Corp.*

HE HELPED BREAK THE "RULES": Fairchild couldn't field both a service and a sales force at the same time for the revolutionary Scan-a-graver so George Arnold, service manager, had to pick sales-minded servicemen. Now meet . . .

Leasing: Key to Introduction Of Fairchild's Scan-a-graver

It opened a new, non-competitive market for a high-price tag device while development work continued. It helped servicemen close all sales before the company could afford to set up separate national sales and service forces.

It wasn't a complete lack of experience that made us lay out a strange marketing plan in 1949 when we introduced the Scan-a-graver to the graphics arts industry.

The Scan-a-graver was our first commercial product. Prior to 1949 Fairchild had been a principal development laboratory and manufacturer of aerial cameras and other aviation instruments for our own and foreign governments. We were familiar with good marketing practice; but when we tried to lay out a program along conventional lines, it just simply didn't seem to meet our requirements. So we ignored the book and improvised.

The Scan-a-graver was a radically new development. It combines the principles of electronics, optics, and

mechanics to automatically make plastic halftone printing plates.

The conventional engraving process takes high skill in photography and chemistry and it is one of the few remaining manufacturing processes which requires personal judgment for each unit produced.

The Scan-a-graver is as much of a departure from the conventional processes as was the automobile from the horse and carriage. Yet it has not displaced or "taken over" an established craft. Rather, it has evolutionized today's newspapering and commercial printing so that more pictures are being used by more newspapers than ever before. New picture markets have been created.

The Scan-a-graver was first designed for the daily newspaper and

to date it has captured nearly one-third of that market. Before the Scan-a-graver, only about one-fourth of the dailies in this country were using the chemical photo-engraving process. Some of these plants have been replaced by Scan-a-gravers, but the majority of newspapers using the new process would never have had engraving facilities otherwise.

The Scan-a-graver is well engineered and operators needed little skill, but it was obvious that we would also have to service the account on the use of the machine as well as provide factory trained servicemen to maintain the equipment. It was a natural for leasing.

The decision to lease was our first departure from convention. But, before deciding on a leasing arrangement we analyzed other factors besides service. If sold outright, with a service contract, it was obvious that few of the newspapers could afford the rather heavy capital investment. A more important factor, however, was obsolescence. We knew that modifications—unless also made on

*Jamaica, Long Island, N.Y.

machines in the field—would obsolete machines that weren't 6 months old. Under a leasing arrangement, we could modify the machines, at our cost, thereby keeping all Scan-a-gravers standardized.

Leasing, we knew, called for a country-wide service organization. Before we could "sell" one machine in a new section of the country, we would have to establish a service area, train an engineer, and be sure of at least 5 accounts before the area could be opened. This meant that we faced terrific expenses before the first cent of revenue came in.

We couldn't afford an adequate sales group. A well trained service organization, we knew, is the backbone of any leasing program. However, we also knew that an intelligent selling effort would be necessary to put over the product. So we were aware that we needed two separate groups for service and sales; but we also knew we couldn't afford both.

The alternative to "leasing" was to sell the Scan-a-graver outright through a sales group we'd hire and train and license some other organization to maintain the machines. We couldn't see this. We were afraid that the lack of a service policy might kill such a new development before it had a chance to prove itself. At the same time, we were almost certain that through controlled service the machine would become established and that, we decided, could only happen under a leasing arrangement.

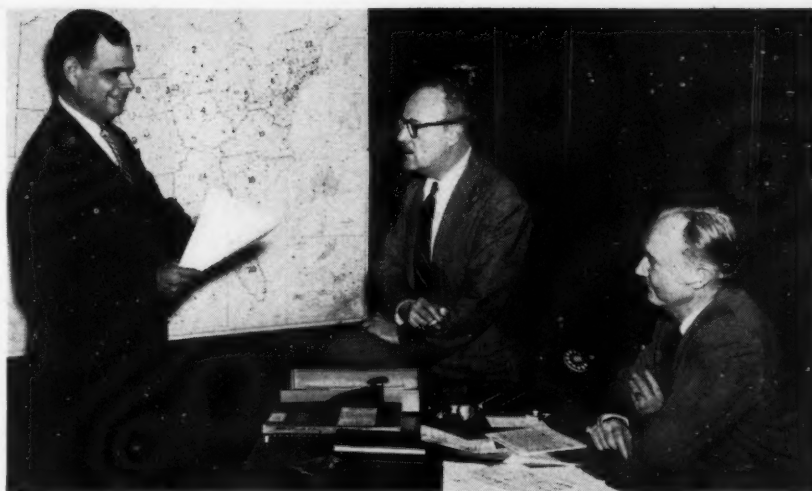
Allocations

Besides, we were sure that we would have no trouble placing as many machines as we could manufacture and service in the first two years—without a sales staff. In fact, some of us thought our problem would be one of allocations only.

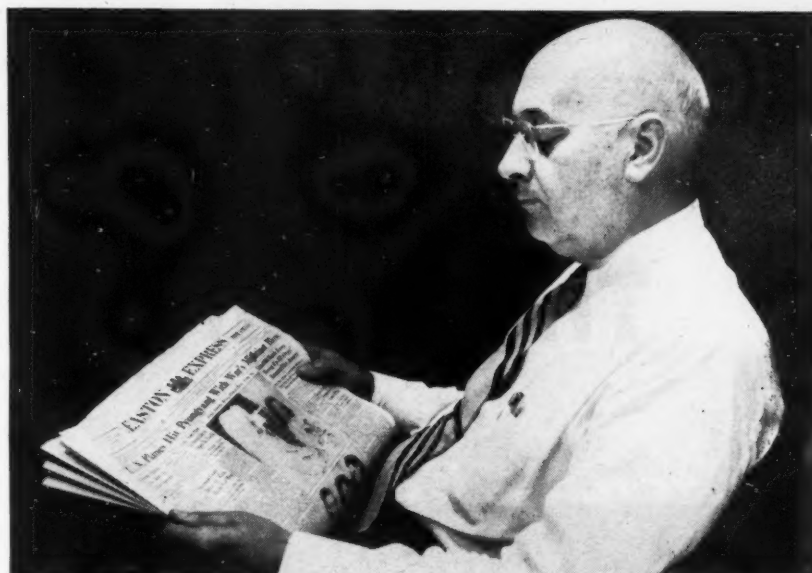
Consequently, we weren't too concerned about our lack of a sales force when we finally delivered the first production model in February, 1949. At the time we had a backlog of hundreds of inquiries.

Our present country-wide service organization grew by Service Areas. That is, we divided the nation into five divisions: East Coast, New England, Midwest, West Coast, and Southwest. Within each section we pin-pointed every prospect and this newspaper population guided our delineation of Service Areas. We ignored metropolitan areas (big city papers were not immediate prospects),

(continued on p. 86)



ED TRACHT (left) assistant sales manager, the first serviceman to be hired for Scan-a-graver in 1949. In the center, Harry Ellis, Jr., sales manager. Seated: C. A. Harrison, vice-president, Fairchild Camera and Instrument Corp. Below is . . .



J. L. STACKHOUSE, publisher, Easton (Pa.) Express, who became so enthusiastic about the Scan-a-graver that he wrote to scores of other publishers and recommended it. Unsolicited user-comments greatly speeded acceptance of Scan-a-graver.

Inventor: Mr. "Front Page"

Walter Howey, the famous Hearst newspaperman whose life story was the basis for the play and movie, "Front Page," developed the idea which is now the Scan-a-graver.

Howey's quest for a way to provide small newspapers with photographs began when he was the 18-year-old editor of the Fort Dodge (Iowa) Chronicle in 1899. Even while he skyrocketed to fame in the big city during the ensuing 30 years, he hired engineers to develop a "direct engraver," turning a highly skilled operation into a semi-skilled one and opening the way for a larger use of illustrations.

The first usable engraving was turned out in 1934 by John Hancock, now a Fairchild engineer. Howey sold rights to the engraving machine to Fairchild in 1937 but, due to the war, it was not until 1947 that the first experimental Scan-a-graver was installed.



VICTOR D. KNISS knows his sales markets . . .



he started in a retail store . . .

They're in the News



ONCE A SCHOOL TEACHER . . . he's *still* teaching. Only now he teaches grown men and he teaches them how to sell. He's L. L. Peters—just been made LP-gas sales manager for American Stove Co., manufacturers of Magic Chef gas ranges . . . "Pete," a Georgia boy, taught school in his home state for four years, then took a job as salesman for Georgia Power Co. just as the depression began. By '34 he had become sales manager of the company's Columbus (Ga.) office. He didn't join American stove until 1940, became acting manager of the Southeastern Sales Division four years later. A year after that the company, well-pleased with its Scholarly Pete, made him manager. In March of this year he was appointed commercial sales manager and transferred to the firm's central office in St. Louis. He's been active in various gas associations and sales executives clubs. He's married and has three children whom he calls his all-consuming, never-failing hobbies.

AFTER 20 YEARS . . . with Firestone, during which he worked his way through a baker's dozen retailing and merchandising assignments to the merchandising managership, Vic Kniss has taken over a newly-created post with Westinghouse. Possibly no one at Firestone had more friends, in every state, especially in the trucking industry and among tire dealers, than this pleasant man with an abiding love of the land and of its wild life. He had planned to make department store merchandising his career. After his graduation from Kalamazoo College he worked for one of Boston's largest stores: But Kniss liked people and getting around, disliked the confinement of indoor work. . . . In his new job he'll work directly with Consumer Products Division sales managers, be responsible for reviewing product development and marketing plans, overall distribution policies, participate in sales and service organization planning. . . . His two teen-age lads inherited their dad and mom's feeling for Nature: On Vic's Ohio farm he has turned back 30 acres to natural state for the benefit of birds and wild animals. Today it teems with wild life. The Kniss clan plans to keep that private preserve.



. . . now he's gsm of Westinghouse's Consumer Products.

BY HARRY WOODWARD

HIS FIRST JOB . . . selling prescription bottles to retail druggists in Utah. His latest—v-p and director of marketing (a new post) for Owens-Illinois Glass Co. That first job set the pattern for what is now an important department of O-I's business. In the expansive thirties he was the company's first regional sales manager. He's Smith L. Rairdon, quiet on the outside, dynamic on the inside. In 28 years of blending bottles to the needs of the nation's packers he's done much to introduce to America the modern, wonder age of packaging. . . . As a sprout salesman he once worked six weeks in a competitor's backyard before he was discovered. Then it was too late—he'd picked it clean of orders. . . . He got his start in the glass business with a letter he wrote while still at Ohio State. It got him an interview and a job. He took his career from there, worked his way through various sales posts to his current and biggest job. . . . He loves kids, delights in photographing his three grandchildren, aids Ohio's Crippled Children Society and helps direct activities of Ohio State's yast Alumni Association of which he's been an officer.





INITIAL TRAINING for demonstrator jobs includes one full week under the tutelage of Hotpoint's home economist in New York. Here a class hears the full story of the Hotpoint dishwasher, learns proper method for racking cups and saucers.



SECOND STEP in training comes at Bridgeport, where women perfect proficiency . . . Here a group studies Hotpoint rotary ironer.

Post-Sale Demonstrations Pay Off In Good Will and Leads for G-E

Trained women call on new owners of G-E major appliances to make certain housewives understand how to operate and care for them. The dealer who made the sale pays \$4 a call. The plan heads off many service difficulties.

Since last March, home service counselors have made more than 500 after-sale demonstrations in the homes of purchasers of major Hotpoint appliances in the Bridgeport Conn., area.

The post-sale demonstration program was initiated by the Bridgeport District of the General Electric Supply Co. as a means of earning good will for both manufacturer and dealers. Between 60 and 70 leads have been passed back to dealers. It is not possible to trace sales growing out of demonstration calls, but several counselors have had to return to homes to demonstrate additional appliances, and have been told, "You put it into my head to buy this ironer" (or washer, or range, as the case may be). Moreover, certain dealers who were at first lukewarm toward the plan have now become enthusiastic, some even to the extent of ordering—and paying for—demonstrations of the less expensive Hotpoint items not covered under the program.

Here's the story behind the system: Early this year, the General Electric Supply Co. distribution operations were revised, with territories made

smaller and more concentrated. To serve the western half of Connecticut and the area along the shoreline from New York to the Rhode Island boundaries, an office was set up in Bridgeport.

A. J. Brock, district manager, believed that something was needed to counteract the attitude into which dealers and their staffs had drifted during the sellers' market when all that was required of them was to take orders from people who walked in off the street. Many young men in the industry had experienced only a sellers' market. Because of rising labor costs, it became customary for servicemen to deliver appliances, plug them in quickly and leave, often without providing even elementary instruction in their operation. This meant that sometimes women did not learn to use their appliances properly, or to get maximum benefit from them. In some cases, they misused them, and expensive service calls resulted.

At the very moment when District Manager Brock was mulling this situation over in his mind, Mrs. Marcia Watson walked into his office and suggested that a post-sale demonstra-

tion program be put into effect. Mrs. Watson had had experience along this line with another appliance manufacturer. The plan she proposed made sense to Brock, who gave her the green light. She was given the title of Home Service Supervisor, and she immediately began to assemble and train a staff.

The women (eight at present) were recruited through newspaper advertising. All are home-makers who own cars. All are friendly and outgoing, with a genuine liking for people. All have a knack with mechanisms. (Some who lack this quality were found to be unsuccessful in the work and had to give it up.) Though their earnings for this part-time work range from \$40 to \$60 a week, none depends on them for their livelihood. The price the dealer pays for each single demonstration is \$4—\$3.50 of which is given to the home counselor. If, as sometimes happens, the counselor demonstrates two or more appliances during one call, the dealer pays the usual \$3.50 for the first and \$2 for each additional demonstration. Under such circumstances, the counselor gets the usual \$3.50 for the first appliance and the entire \$2 for each additional one. The distributor, GESCO, makes mileage allowances and pays for telephone calls made by consultants.

Before a demonstrator starts her job she receives thorough training. First, there is a week's work with the Hotpoint field economist from New York. During that week the novice



WOMEN AT WORK: They stress proper care of appliances. Here a Home Service Counselor shows simplicity of removing the reflector pan under each Calrod unit for easy cleaning.



NEW BUYER of freezer-refrigerator unit learns how to prepare and package for freezer storage. In this post-sale call, she is being shown product features which enable her to work efficiently either to the right or left of the spot where her refrigerator stands.



OPEN HOUSE at a newly built model home in Milford, Conn. finds a Hotpoint Home Service Counselor on hand to talk to visitors, point out sales advantages, possibly to develop leads.

becomes familiar with the operation of all Hotpoint appliances. Next, the trainees work in pairs, taking turns at playing the part of the customer and the part of the demonstrator. If only one is being trained, Mrs. Watson, home service supervisor, acts as the other member of the pair in practice demonstrations. There are flip-sheet charts showing various stages of the demonstrations, to serve as a "textbook." Another training aid is literature—reprints of articles on appliances, Government booklets, material from manufacturers of detergents and soaps, etc.

The plan applies to the complete line of Hotpoint major appliances: range, refrigerator, freezer, dishwasher, clothes washer, dryer and ironer. It is mandatory that a dealer report each sale of an appliance, and a card is given to him for this purpose. Upon receipt of the card, Mrs. Watson assigns the demonstration to a counselor, who telephones the customer for an appointment.

The purchaser of a Hotpoint appliance is usually pleased to learn she is entitled to a home demonstration. Some want it immediately, in extreme cases foregoing the use of the appliance until the consultant arrives. Others prefer to try out the appliance for a week or two to discover their weaknesses, believing this will lead to their obtaining maximum benefit from the instruction. In a few instances, women claim they know everything necessary about the operation of an appliance. If this reluctance to receive the demonstrator persists, Mrs. Watson telephones the customer. Thus far, all have been persuaded to accept the counselors' services, and some of those who were originally skeptical have been grateful for the instruction.

Customers like the demonstrations because they learn applications and potentialities of Hotpoint equipment, which would otherwise not become known to them. It is true that the manufacturer provides literature for their guidance, but most women (and indeed most men) dislike to read such material; or, if they do, they do not thoroughly understand it. Dealers sometimes maintain that their service men can provide the necessary instruction, but few housewives agree. Even if a service man is willing to spend the required time, the homemaker is less inclined to ask questions and discuss her problems with him than she would be with the home counselor.

The range of information gained through the demonstrations is wide and varied. For the dryer, for example, they learn to vary the time

and temperature to suit different fabrics. The owner of a washer learns about treatments for different fabrics; how to bleach, blue and starch in the washer; the value of the deep-over-flow, cold-water rinse; why it's unwise to alternate soaps and detergents. The demonstrator goes through the complete washing operation with the customer, insisting that she handle the mechanism herself to gain self-confidence. In demonstrating the range, the "color system" (lights of different colors for different degrees of heat) is explained, and the value of heating coils of various sizes to match pan sizes—the proper use of which saves heat and expense. The customer is taught to clean and care for the range, and how to change fuses. Many women are timid about cooking with electricity and are glad to be reassured by the demonstrator.

Aid for the Befuddled

Instruction is especially necessary for the purchaser of the home freezer, who must learn the various steps of steaming, cooling, packaging; defrosting; placing of different foods for best results. (One customer did so many things incorrectly that nearly three hours were required to straighten her out and set her on the path of proper use of her freezer.) Counselors advise not only on where to buy freezer materials (wrappings, etc.), but on sources of meat from meat freezing or frozen food plants.

Demonstrators save dealers the expense of future service calls, through forestalling troubles which arise from abuse of appliances. To cite an example, they carry fuses for the washer and show owners how to replace them. This might save a dealer a service call—and, equally important, prevent the annoyance to the customer if a new fuse should be needed while she is doing a big washing job.

It is not unusual for a woman to invite a neighbor or two in to watch a demonstration. Naturally, this pleases the consultant and her sponsors, as it may well sow seeds for future sales. Demonstrators are often invited to stay for lunch—or tea or coffee—with the customer. In expressing her appreciation for the service, one woman said that she had tried for 10 years to get a demonstration of the range she formerly owned.

At times the customer can be too enthusiastic about the services of the counselor. One, upon arriving to demonstrate a Hotpoint range, found she was expected to cook a meal for 16 guests!

Before the counselor leaves a home, she writes her name and telephone number in the instruction book for the appliance, and suggests that the customer call her directly in case any question arises, rather than call the dealer. About 25 women have called, and in most cases the questions could be solved without requesting service calls from dealers. Sometimes the demonstrator takes the initiative and telephones the customer to ask how she is getting along with the appliance, especially if she had seemed nervous about using it.

Demonstrators regularly attend distributor training meetings for dealer service men, thereby absorbing a certain amount of technical information helpful in their work. Sometimes the women are able to contribute something from their experience with consumers. One concrete example: The timers on the ranges now have figures considerably larger than on earlier models, because demonstrators learned that customers want to be able to read them from across the room, with or without bifocals on.

Assist for the Dealer

Though the primary task of the home counselor is to provide home demonstrations, they have other duties. They help train dealer personnel. They are on hand in stores, on opening day or for special promotions. They put on demonstrations in stores when dealers stage special drives. At this writing, the Bridgeport GESCO Division is staging an ironer promotion, and home counselors are demonstrating ironers in stores and even in store windows. (To enable counselors to become expert ironers, they are furnished, on a rotation basis, Hotpoint ironers for their own homes. At the present time four are kept circulating among the eight counselors now on the staff.)

Home service counselors also work in the model homes of building projects equipped with Hotpoint equipment, displaying and demonstrating appliances. District Manager Brock believes that a number of homes have been sold because of this "plus" service.

One reason for the success of the GESCO demonstration program is that all details are handled according to a planned pattern. The dealer must notify the company of the sale of each Hotpoint major appliance, using a special postal card, telling what the model is, date of installation, and the name, address and tele-

phone number of the customer. The home service counselor has a form to fill in after she makes a demonstration; and there is a receipt for the customer to sign—evidence to the dealer that service has been rendered.

Soon after the demonstration, District Manager Brock sends a letter to the customer, thanking her for her patronage. One paragraph of the letter mentions the home counselor by name, saying, she "reports your pleasure with the range" (or whatever the appliance may be). The dealer, as sponsor for the demonstration, is also mentioned by name, and there is a suggestion that the customer return to him for her next Hotpoint appliance.

Results Cheer Dealers

Here are typical dealer comments, culled from GESCO's files:

"The plan enables me better to meet price-cutting competition, an extra service to sell with my appliances. You can buy—for 20% off, but you won't get the home demonstration Hotpoint will give you." (A New Haven dealer)

"You girls keep our appliances sold. I run one out of 10 complaints on other makes, about one complaint in 30 sales on Hotpoint. You are the difference. Most complaints are of a know-how nature and you save us time by taking care of all that." (A Bridgeport dealer)

"Best salesman we can have is an appliance thoroughly understood, well used and liked. By pointing out all features and uses you assure us of having that salesman. I used to do this myself—now the time I put on that can be devoted to more selling." (A Norwalk dealer)

General Electric Supply Co. calls the home counseling service "Sales Insurance." Two dealers lost their franchises because they were unwilling to participate in the program. The enthusiasm of other dealers and of customers has more than proved that the service is a good investment with long-range benefit to dealer, distributor and manufacturer. As District Manager Brock puts it: "When a customer spends \$300, \$400 or \$500 for an appliance, she is certainly entitled to have someone come out to her home and give her an intelligent demonstration of how it works." This sentiment is echoed by thousands of women who own what seem to them to be complex mechanical appliances, with numerous dials, buttons and gadgets—the purpose of which will remain unknown to them until the equipment is discarded.



A hit because . . .

1. Each carton and each part in the inner carton are clearly identified.
2. Each piece is separately packed—and not in mussy hay, either.
3. Each part can be stocked, sold and installed individually without causing confusion in dealers' or contractors' records.
4. Individual parts can be quickly assembled into a complete unit.
5. Costly labor does not have to stand idle while dealers and contractors sort through jumbled stocks to find matching parts.

Why Dealers and Contractors Like Pressteel's Cartons

You may be brand new in the business, you may have a small company, you may be making a competitive product, but there is no reason for accepting without question all manufacturing, shipping or selling procedures.

*Based on an interview by Elsa Gidlow with
W. D. RUNSWICK, Pressteel Co.*

A young West Coast manufacturing concern making recessed lighting fixtures for the building industry, Pressteel Co., Berkeley, Cal., considers packaging an integral part of the selling program whether or not the container is seen by the consumer of the product at the time of purchase.

Pressteel finds the package to be one of its most potent problem solvers . . . "all along the line from our own plant to the ultimate consumer," according to W. D. Runswick, one of the partners. "It does something for each person concerned with the handling, selling, and use of our product. Taking the long view, it saves money for all of us, although initially

it costs more than an average package."

The engineered package saves money, Pressteel's executives point out, because it "lends itself better to the production flow, eliminates problems in shipping, warehousing, and use on the job, practically doing away with the usual, everyday sources of complaint."

To understand how Pressteel's container program does these things, let us take a look at its product. Since 1944 the company has been manufacturing and marketing Prescolite recessed lighting fixtures. Recessed fixtures account for 80% of sales. They are ordered by building contractors from their building supply whole-

salers and sent out to the job.

Recessed fixtures come in two parts: the housing; the frame and glass. The housing is installed during the early stages of construction. But it may be several months before the frames and glass are installed. One of the problems at the point of use was that these two parts would get "lost" from one another. When it came time for finishing up, the electrical contractor couldn't find the frame and glass to match the housing, or he had to waste expensive man-hours sorting parts. Since the housing, and the frames and glass sometimes are bought separately, dealers had similar problems in stocking and handling.

When Runswick and his partner, P. A. Jones, started to make Prescolite they followed packaging practices of the industry. "We just bought standard cartons, put in the fixture parts, and packed them with hay, like the others in the lighting fixtures business," Runswick recalls. Many manufacturers still ship in bulk, throwing in frames, glass, and housing with no identifying information, leaving it to the dealer and the men on the job to do the sorting.

Several years ago Pressteel commenced a self-searching analysis of its entire selling relationship with the in-

dividuals or firms along the line of distribution from production to consumption of its products. It became evident that many of the annoyances, problems, complaints constantly arising were traceable to poor packaging or could be prevented by a program of which planned packaging was a part.

"What we realized," the company's sales manager, Austin Little, sums it up, "is that packaging is central to salesmanship and without a better package we could not properly carry out our claim of selling, not a product, but a product-plus-service."

"Engineered Package"

Thus was born the Prescolite "engineered package." It consists of a sturdy master carton holding, separately packaged, the recessed lighting fixture housing, and its frame and glass. There is no bulk packaging. Each master carton produced by the Container Corporation of California, contains one single, complete set. It is made of strong corrugated board, reinforced with an inner liner. The parts, separated as they will be used on the job, are protected and sturdily wrapped. For example, the finish of the metal frame is shielded with masking tape to prevent rubbing or scratching during shipment, or careless handling at the point of use. The first function of a package is to convey and protect its contents so that they reach the user in perfect condition.

But in the modern distribution process the package has other parts to play. One is to make the dealer's job easier. Another is to make application as simple as possible. With these aims in mind, the company went all out on identification. Dealers sometimes have calls for the fixture housing alone, or frame and glass alone. On the job, 3 months may elapse between installation of the housing and installation of the frame and glass. To eliminate possibility of confusion in the dealer's warehouse, or misplacement of related parts on the job, the company has worked out a labeling and color coding system that leaves nothing to conjecture.

Take, for example, an item appearing in the catalog as Prescolite Re-lamp-a-lite 88-6100. This carries a blue label divided down the center with a line of dots. On one side of the label the housing is named, pictured with a drawing giving dimensions; wattage is given, and the information provided, "for use with frame and glass #6100, #6500, and #6600." On the other side of the label, the frame and glass is pictured,

identified ("flat alba glass"), and the information added that it is "for use with housing #88 and #488." Across from the frame and glass numbers given in the first column appears their frame finish, respectively, chrome, brass, aluminum. The package in question contains the chrome finish frame but dealers or consumers learn at a glance that other finishes are available.

All of this information is printed in clear, bold type. The label appears on the master carton. Matching blue labels with similar information, illustrations, and numbers appear on the appropriate, separately packaged parts inside. Thus, if one of the related parts is purchased, or when one is used before the other, it is practically impossible for misplacement or confusion to follow. The remaining part is clearly labeled with cross references to its mate. Pink labels printed in black, white labels printed in violet, and so on, identify other types of fixture sets. Those handling or using the packages become so familiar with the color code that a glance at the label is all that is necessary to pick the desired package. *

What Labels Say

The electrical contractor also finds helpful information on the label. In addition to complete identification of related parts, drawings provide the framing-in size. Where color is specified, that also is shown.

The new package immediately proved its worth. Speed and ease of identification saved man hours and simplified warehousing for the company, its representatives, and its dealers. Inexperienced clerks had essential information when they held the carton, or the related packages inside, in their hands. Orderly and logical stocking on shelves presented no difficulties. If the housing part, or the frame and glass, had to be sold separately, or frame and glass in a different finish furnished, all likelihood of confusion was eliminated since the color-coded labels showed and told plainly what went with what. Being separately packaged and labeled within the master carton, parts left when one part was removed could easily be matched up again with the right ones in stock.

The fixtures reached the job with all their parts together and intact, in perfect condition. If a part became damaged or got broken on the job, clear and precise labeling and matching-up information speeded re-ordering, eliminated possibility of error.

Added to the other advantages, the good-looking packages and brightly colored labels are good advertising for Prescolite products, serving (1) to convey the impression of a quality product, since such pains were taken to provide an appropriate and protective package, and (2) to fix the brand and its advantages in the memory of the dealer and the installer.

"But isn't such packaging expensive?" Pressteel is asked. "Yes," the partners reply, "it cost a good deal to initiate the program and it increases the cost of each package . . . but it also adds a good deal to our sales potential. But as volume built up, of course, cost went down."

"You can't put a price on packaging," Runswick emphasizes. "Consider one large gain from this program, such as the fact that we have practically no complaints due to damage or breakage during the distribution process between our plant and the job. One broken glass or bent frame due to poor packaging may seem like a small matter to the manufacturer. It can be a very big matter to the contractor who is paying his men high wages while the job is held up for the missing part. It can mean loss of profit to the dealer who, eager to pacify his customer, may have to make a special effort to rush the substitute part out to the job. In the long run it will be money out of pocket for the manufacturer, for multiplying complaints mean deteriorating business relations all along the line. Five cents, or 50c, invested in packaging may end up saving you from a few to hundreds of dollars . . . plus the fact that a good package is a sales asset."

"Hay" Irritates

Those are the larger aspects. But sometimes small things are important in predisposing a dealer to prefer or to dislike a given product. "Hay" in the carton may irritate a dealer because it makes a mess of his warehouse or salesroom when a package is opened to show an item to a customer or make a parts shipment. No "hay" in the Prescolite package, but instead, built in liners and dividers and a carton and wrappings designed to keep shocks from the contents, mean a cleaner package for all concerned—dealer, contractor, builder.

Another small thing that pleases dealers: the exact labeling and assurance of undamaged contents makes it possible for him to put his own label on the carton and without opening or repackaging, ship the carton off to a job.



MOBILE DEMONSTRATION UNIT: It's the backbone of the DoALL industrial salesman's presentation. With it, the DoALL sales specialist can demonstrate the complete line.

DoALL Shows 'Em With "Visual Catalog"

It speeds up acceptance of a large number of new products and wins customers in new fields for DoALL's older line.

Entering into a new marketing field, introducing a new product, or expanding a company line are each, in themselves, jobs of king-size proportions. The DoALL Co., Des Plaines, Ill., is doing all three—at the same time—and doing them well.

In the face of some stiff competition, DoALL, well-known manufacturer of machine tools, in March, 1951, plunged into the cutting tool business with more than 17,000 catalog items. The company hired 80 brand new industrial sales specialists, trained them in its own factory training school, then turned them loose in their territories with a 300-lb. super sales aid. Sales began rolling in.

Size of the market, estimated at \$400 million annually, in addition to the attempt to add greater stabilization for the company, were reasons behind DoALL's move. The move, however, was not made without pre-

cision planning along all fronts. Unique in a way, is the sales approach adopted.

Acceptance of a new product, and most especially in the industrial field, in many instances is directly dependent upon the ability of the salesman to demonstrate product superiority to his prospect. With this knowledge, DoALL engineers and sales executives designed and developed a mobile demonstration unit which they like to call a "visual catalog."

The 300-lb., 60" x 30" display unit is mounted on wheels and is transported about by each sales specialist in a station wagon. It is wired electrically, including a 25-ft. extension cord to facilitate plug-ins in the plant, and carries a complete line of DoALL cutting tools. The mobile unit is the essence of the company's sales-service plan of operation, namely product demonstration on the customer's prem-

ises. More important, however, is the fact that the demonstration unit is getting results.

Men chosen by DoALL to become cutting tool specialists have had previous technical experience as tool engineers, tool designers, or working tool specialists in the foremost shops of the country.

A sales training course is conducted in the DoALL Technical Institute, Des Plaines, under the supervision of Training Director Fred Hutchinson. The course is of 6 weeks duration and is limited to 6 trainees per class. Laboratory techniques are used in imparting product knowledge and thorough indoctrination is given in the use of the "visual catalog."

In addition to the formal class work provided in the school, the training course involves trips about the country to see the factories producing items for the DoALL cutting tool line. Here the specialists learn at first-hand the most up-to-date manufacturing techniques and become familiar with the research and development phases of the business.

Because of their complete training and background it is apparent that these sales specialists are much more than order-takers. They are capable service men who are equipped to offer valuable technical advice and money-saving suggestions in tool applications and selection.

The 84 cutting tool salesmen operate out of 15 of the company's 35 branch sales offices, and have at their disposal a total of 66 mobile demonstration units. To accommodate the bulky display unit, station wagons were bought by the company and then resold to each salesman, with DoALL subsidizing a sizable portion of the cost. Thus each salesman owns his own car.

"The 'visual catalog' is proving its metal in helping overcome much of the sales resistance usually experienced in the introduction of new products," says Paul Janesch, cutting tool division sales manager. "Also, it should be noted that this new cutting tool phase of our service will be no less complete than DoALL's well-known service in band machines and surface grinders, a service that endeavors to help the customer find the right tool for the job and the proper way to use the tool in his specific application."

Entry into the cutting tool business is still in its introductory stage, yet the company is predicting big things. It is expected that some day, in the not too distant future, the dollar revenue from this division will double that of DoALL's fundamental machine tool trade.

People and their Ideas



LLOYD

After almost 30 years of service to The International Nickel Co. **R. L. Lloyd** has been appointed general manager of advertising . . . Appointed to the newly-created post of manager of marketing and product planning of the Lighting Division of Sylvania Electric Products, Inc., is **Charles H. Goddard** . . . New director of sales and advertising for Rockwell Manufacturing Co. is **E. W. Ristau** . . . Diebold, Inc., has named **Donald L. Barnard** to the new post of assistant dealer sales manager. He's 35 but has 15 years of dealer experience behind him. . . . American Express Co. has elected **Robert R. Mathews** v-p. He was business manager for Eisenhower headquarters during the presidential campaign . . . Another newly-created position is that of v-p of sales and promotion at Transportation Displays, Inc. Heading it: **Philip J. Everest** . . . **Bernard O. Holsinger** has been appointed to the position of general sales manager of the Radio & Television Division, Sylvania.



HOLSINGER

You Have To Sell

"Through years of insidious propaganda we have been taught to believe that only through expanding government and war, accompanied by increasing controls and restrictions on private industry can we have prosperity and full employment. We are led to fear depression and unemployment if these government expenditures for defense are cut back. The probable cut of some \$20 billion from a peak of \$60 billion in 1953 or 1954 is looked upon . . . as a cause for present retrenchment in investment programs or civilian production plans." Yet, only the slight increase of 10% in American standard of living can completely offset such a cut-back. So spoke **Arno Johnson**, research director, J. Walter Thompson Co., to the Dotted Line Club. Advertising and selling plans have been warped by the "vacillating opinions" of economists and government officials, he added, pooh-poohing the idea that no great effort will be needed to sell during the next six months.

In Defense of Reading

William K. Beard, Jr., president, Associated Business Publications, is a firm believer that everyone who works should read business papers. Furthermore he thinks that you, as an employer, should implant such reading consciousness in your co-workers' heads: "The boss," said he, "should also set a good example and not too subtly let it be observed that he takes the time to digest his business paper. It can be done easily enough and without affectation. Even as simple a thing as being seen on his way home with a paper in his pocket conveys a potent suggestion. Let him be a live demonstration that business paper readership is, in honest fact, an instrument of growth." He said it to the Annual Fall Conference of the Society for Advancement of Management.

How About You?

"Management is thinking too much about what it does *for* its employes and associates, in the material sense, and too little about what it does *with* its people in the sense of significant working relationships." **Fred Rudge**, management consultant, to Society for Advancement of Management.



KIESER

A 33-year veteran with Kasco Mills, Inc. has been recently elected executive v-p. He's **E. H. Kieser**, who started with the company as a sales representative . . . Promoted to the post of field sales manager of The Hoover Co. is **Walter A. Munz**. He joined the company in '28 . . . **George Peterson, Jr.** has been appointed director of aircraft sales of the Camden Forge Co. . . . New sales manager of Wolf's Head Oil Refining Co. is **C. R. Scott** . . . Named division manager, Industrial Control sales, Cutler-Hammer, Inc., is **K. M. Nelson** . . . **George A. Park**, Norton Co. sales manager, Eastern region, has been appointed manager of distributor sales . . . **Harold C. Smith, Jr.** has been appointed to the post of manager, rail and government sales, The Carborundum Co. . . . Joining Universal Major Elec. Appliances, Inc., as v-p in charge of marketing is **Harry J. Holbrook** . . . **C. L. McCall**, formerly ad manager, has been named general sales and advertising manager of G. Heileman Brewing Co.



LEWIS

Appointment of **David Lewis** as sales manager of Fruehauf Trailer Co. has been announced. He's been with Avco Manufacturing Co.

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

Why are there so many

"one-fisted" Sales Managers?



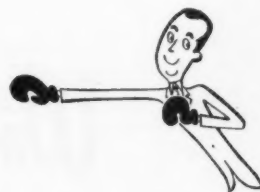
Sales managing is a "two-fisted" job. But some Sales Managers tie one hand behind their backs by defining their jobs in terms of super-salesmanship only.

These men got to be Sales Managers because they were top-notch salesmen. They're expert and specialized in the use of that one arm of selling - personal salesmanship. Becoming Sales Managers has merely made it possible for them to use that arm more prodigiously. They're "one-fisted" Sales Managers.

To the extent that a Sales Manager is a teacher, and can pass along his enthusiasm, his knowledge, his experience, and his superior sales techniques to his men, he can undoubtedly turn up a record of reduced unit sales costs by virtue of his teaching talent. But he's still a "one-fisted" Sales Manager.

NOW - if, in addition to good selling and good teaching, he makes good use of that second strong "fist", the promotional aids to selling, he will greatly multiply the possibilities of reducing unit sales costs. He will make the best possible use of handbooks, sales kits, publication advertising, catalogs and bulletins, direct mail, manuals, publicity and merchandising. He will put those promotional aids to work to solve two problems:

1. How to give his salesmen more prime prospects to call on - prospects who are known to be interested in the product.
2. How to make it possible for his salesmen to spend less time on elementary explanation of the product's features; more time closing sales - which is one part of the sales job that only salesmen can do.



Thus the Sales Manager will greatly multiply the sales-producing ability of his whole sales organization. He will be in a better position to show his top management how lower unit sales costs can play an important part in his company's profit picture.

He will have become a "two-fisted" Sales Manager.

Sincerely yours,

The Schuyler Hopper Co.

"Experienced in the profitable use of the tools that help build sales at lower unit sales cost."

IT WOR

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives

Tableware and Linen: *Good Housekeeping* Consumer Panel Report. Of 1,312 members who answered the questionnaire, 62% own Sterling tableware; 62% bought own glassware (influenced chiefly by design); 32% began to buy dishes as starter sets; 8 is the most popular number of place settings for Sterling and Plate; white is the favorite for tablecloths, luncheon cloths, place mats and napkins; jewelry stores get most of the flatware business, 70% of the Sterling, 38% of the Plate; department stores get most dinnerware (71%) and glassware (56%) sales. Write to Helen Ferguson, Consumer Panel, *Good Housekeep-*

ing, 57th St., at 8th Ave., New York 19, N. Y.

The Quality Distribution Story in Advertising: Booklet issued by the Joint Advertising Committee of the National Industrial Distributors' Association and Southern Industrial Distributors' Association. Addressed primarily to management, sales managers, advertising and sales promotion managers and advertising agencies of manufacturers who sell through industrial distributors, it is designed to guide manufacturers in developing advertising that will capitalize more fully on one of their greatest assets:

their method of selling through distributors. It gives four basic reasons why buyers profit from quality distribution, followed by 19 specific benefits the buyer receives from dealing with his local industrial distributor. Included are examples of how some advertisers have used the quality distribution story, and a check list of the savings manufacturers gain from selling through industrial distributors. Write to Harry R. Rinehart, Executive Secretary, National Industrial Distributors' Association, 1900 Arch St., Philadelphia 3, Pa.

Brand Preferences for Drug, Household, and Related Products: Report of a survey conducted by *The Progressive Farmer* among its subscribers in 14 southern states. A total of 108 products were listed in a questionnaire sent to 1,194,000 subscribers. Results in general show that farm families use essentially the same products and choose the same brands as do urban families. Preference for well advertised and nationally distributed brands is noticeable throughout the study. Although

WOR sells foods, drugs, cosmetics, tobaccos, bird seed and everything else it has ever been asked to sell.

That's why *more* advertisers invest *more* money with WOR than with any other station in the entire country.

WOR *works* because it reaches the largest station audience in America; because it provides personalities who *sell*; and because it delivers *more listeners who actually buy!*

Let us show you how WOR can work for *you*.

WOR

*the New York station
where listeners listen
and sponsors sell...*

key station of

MUTUAL

Broadcasting System

priced at \$5, the publisher states that the charge will be waived when a copy is requested on the letterhead of an interested manufacturer or advertising agency. Write to Frank S. Green, Advertising Department, *The Progressive Farmer*, 819 N. 19th St., Birmingham 3, Ala.

City Manager Buying Market:

Business Week reports on its full dimensions. The survey was conducted among 917 city managers whose names were listed in the 1951 Municipal Year Book. Among questions asked: What was your total operating budget for 1951? Does your municipality own or operate public utilities? Do you participate in major departmental purchases? What magazines do you read regularly? Write to Walter Persson, Promotion Manager, *Business Week*, 333 W. 42nd St., New York, N. Y.

'Family Circle' Reader Reports:

Breakfast Foods (eating habits, brand preferences, buying habits, radio and TV set ownership; Electric Light Bulbs (buying habits and brand preferences); Laundry (laundering habits, laundry equipment ownership, laundry product preference); Home Sewing (scope of home sewing activity, dress pattern purchasing, sewing machine ownership). Write to Richard E. Forrest, Promotion Manager, *Family Circle*, 25 W. 45th St., New York 36, N. Y.

Woman Audiences of Major Magazines:

Published by Dell Modern Group—*Modern Romances*, *Modern Screen*, *Screen Stories*. Audiences of 38 magazines and magazine groups are broken down by age, family income, marital status, children, number of readers, and cost of reaching women readers. Combined ABC circulation covered is 114 million, making it possible for advertisers to get a comparison of women readers of all leading magazines. Write to Allen Stearn, Promotion Director, Dell Publishing Co., 261 Fifth Ave., New York, N. Y.

Business and Vacation Travel

Habits: Report from *Esquire*, revealing that almost half of its subscribers take vacations in off-vacation months—four weeks or longer. Seventeen percent traveled outside of the U. S. last year, with heaviest concentration on Canada and Mexico; 6% scheduled a trip to Europe. Approximately half of them travel on business, the majority making four or more trips a year—one week or longer. Write to Sam Ferber, Promotion Manager, *Esquire*, 488 Madison Ave., New York 22, N. Y.

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Answer Book for Sales and Advertising Executives:

A booklet issued by Dickie-Raymond, Inc., which has a lot to say about direct advertising as it applies not only to peacetime selling, but how it can be applied to help solve the problems of a divided economy. It answers such questions as: How much of a contribution can direct advertising make to business in today's selling markets? It explains what jobs direct advertising is properly designed to do, and how to apply it to obtain maximum results. Write to Leonard J. Raymond, President, Dickie-Raymond, Inc., 80 Broad St., Boston 10, Mass.

Your advertising in MILL & FACTORY

One basic job your advertising must do, whatever other objective it may have, is to keep your sales story before the men of many titles your salesmen are calling on.

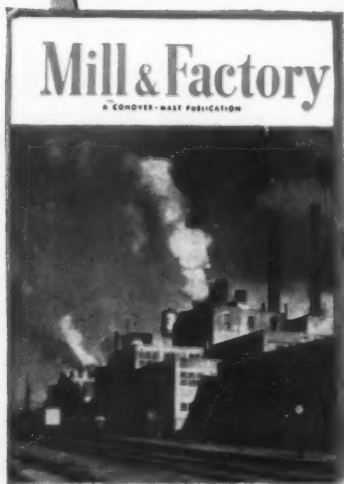
One publication, MILL & FACTORY, is specifically designed to do this basic job for you.

It covers the men of many titles

your salesmen must see to sell through circulation built the same way your salesmen build your customer and prospect lists—by *continuous personal call*. A nationwide staff of 1,645 men who sell machinery and equipment to industry make sure MILL & FACTORY goes to those who control and influence the buying.

SALESMAN'S CALL REPORT

COMPANY Acme Manufacturing Co.
STREET AND CITY 175 North St., Blankville, Ohio
SAW MR. J. W. Smith
Has narrowed his choices down
to our product or Standard's.
Will make decision within
two months. Will follow up.
GH

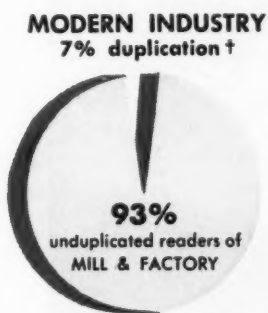
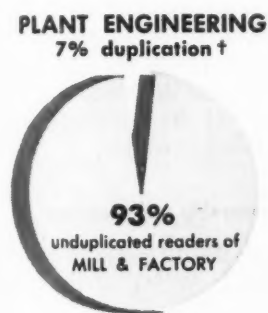
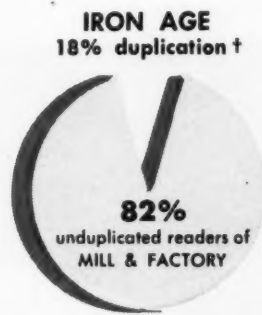
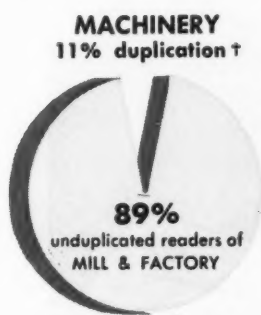
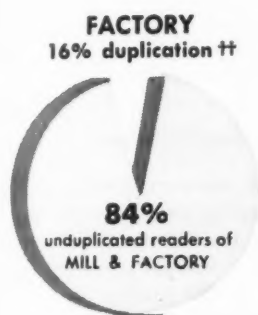


A CONOVER-MAST PUBLICATION
205 EAST 42nd STREET, NEW YORK-17, N. Y.

Backs up your salesmen!

MILL & FACTORY is the only publication that builds its circulation throughout industry with industrial salesmen

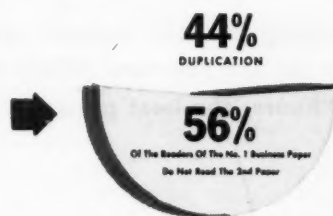
Independent duplication studies show that 18% is the highest reader duplication between MILL & FACTORY and any of the following publications.



†† Source: McGraw-Hill 18-company survey.

† Source: A composite of independent surveys made by large firms selling to the industrial market.

In contrast to MILL & FACTORY's high percentage of unduplicated readership, the McGraw-Hill 18-company survey shows an average duplication of 44% between the first and second publications in nine major markets.



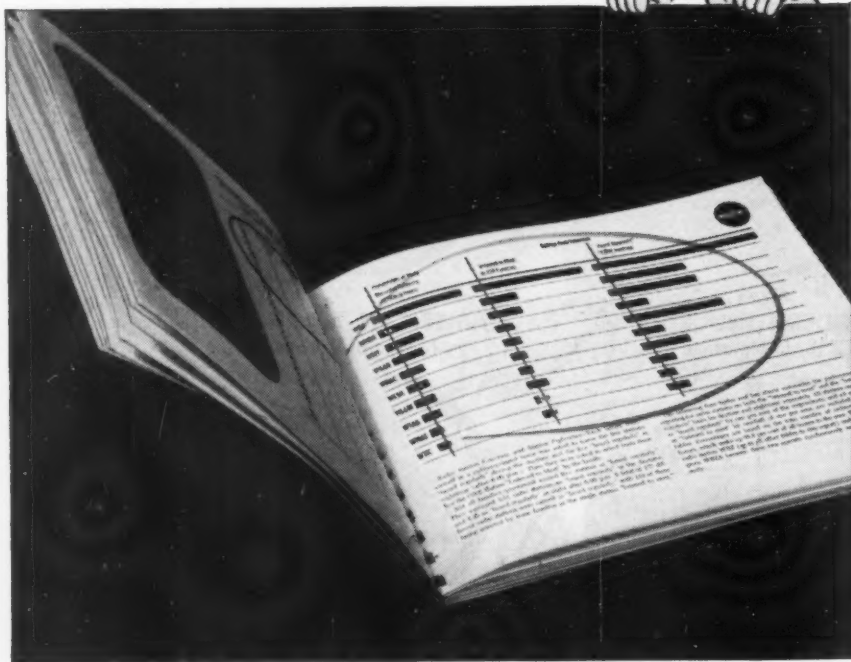
MILL & FACTORY claims no monopoly of top grade readers. Many other business publications are performing valuable services.

But MILL & FACTORY has this distinct, unique value—it backs up your salesmen among the men they call on, through circulation built by men who sell machinery and equipment.

Make sure your advertising program includes this basic objective. Let our representative show you how your advertising in MILL & FACTORY does the vital job of backing up your own salesmen!

SERVES THE MEN OF MANY TITLES YOUR SALESMEN SEE TO SELL

SEE THE MOST THOROUGH AUDIENCE SURVEY EVER COMPLETED IN NEW ENGLAND!



**If you're selling in New England, you can't afford
not to use this new Whan report!**
Tells you the best hours, the best programming, the best station!

WBZ

WBZ-TV

BOSTON



WESTINGHOUSE RADIO STATIONS Inc

KYW • KDKA • WOWO • KEX • WBZ • WBZA • WBZ-TV

National Representatives, Free & Peters, except for WBZ-TV; for
WBZ-TV, NBC Spot Sales

**Interviews conducted in one of
every 181 homes**

To give educators and advertisers a comprehensive picture of adult radio-TV listening habits in New England, Dr. Forest L. Whan has compiled a study that penetrates more deeply into this audience than any heretofore published. Interviewers visited more than 10,000 New England homes... one out of every 181 in the area. Each county, city, village and farm section received its proportionate share of the sample, based on the Federal Census of 1950. Sampling was also controlled on a basis of geography, urbanization, and economic standards.

A new diary technique

Part of the survey was achieved through the use of written diaries left in the respondents' homes. A diary record of listening or viewing (by quarter hours) on *each set* (separately) was kept by selected families for a 7-day period. The results offer an excellent criterion for judging the effectiveness of various quarter-hours over the full range of the broadcasting week.

Set ownership and operation

Among the 70 pages of findings are these: 98.5% of the homes checked have radios. Almost 60% have two radio sets or more. About half of the families own a TV set. *Simultaneous* use of radio and TV sets is more common than might be anticipated. Other findings, expressed in tables and charts in the printed report, include data on out-of-home listening; "listened to most" and "heard regularly" ratings for both radio and TV stations; shares of audience by quarter-hours; size of customary audiences; preference for type of program.

With this report at hand, you can tell in advance just where and how an appropriation can be spent most effectively on New England airwaves. We invite you to use the study for this purpose, and to choose media impartially for your own best interests. If you haven't a copy in file, get in touch with these stations, with Free & Peters, or with NBC Spot Sales.

SALES MANAGEMENT

Why 10% of Tandy's Letters Are Never Mailed

They're spotted in routine letter inspection as clumsy, tactless, or curt. They're all rewritten. Cost of developing a mail-order customer is \$2 for this firm. Why, they reason, alienate him with one botched inquiry reply?

BY MARY K. PIRIE

If 10% of your letters to customers do a poor selling job, then you may lose 10% of the business you've spent good advertising money to develop. And you'll never know that it disappeared down the mail chute.

"Under pressure of time," says Charles Tandy, vice-president in charge of sales, Tandy Leather Co., Ft. Worth, Tex., "even an excellent letter-writer occasionally turns out a letter which antagonizes or disappoints the customer. Then the manufacturer loses the customer—and usually he never guesses why."

More than 100 letters daily leave Tandy's home office. Regardless of who dictated it, each letter is carefully read by Tandy before it is mailed. About 90 of the 100 letters are passed as right the first time. The other 10 are re-dictated to meet Tandy standards.

80% from Mail

Friendly, informative letters packed with salesmanship, have helped to develop what four years ago was just a sideline to a shoe-findings business, into a large-volume mail-order leather-craft operation. Tandy Leather Co. last year sold nearly two million dollars' worth of makings for hand-tooled leather belts and bags, leather gloves, book covers, moc-casins, etc. About 80% of this business came through the mail. The other 20% was sold across the counter in 15 Tandy-owned retail stores scattered throughout eight states. Sales are to individual hobbyists, to 4-H clubs and other organizations, schools teaching leathercraft, hospital therapy instructors, and retail hobbycraft stores.

Cardat, a division of Tandy Leather Co., sells finished leather belts,

bags and related items to retail stores, mostly by mail. Cardat sales run about a quarter-million dollars annually.

Most mail orders for hobbyists' findings result from a large black-and-white catalog. Printed twice a year, it is offered free, in small black-and-white advertisements appearing in national magazines. The 1952 fall schedule includes 30 publications.

"Our average cost of developing a mail-order customer is \$2," says Dave Tandy, senior member of the firm. "Why risk losing him with a slipshod letter?" Dave's son, Charles Tandy, adds: "Our letters are our salesmen—on whose expense accounts and productiveness we keep close watch."

Tandy dictators are 5 young men and women spotted throughout the organization. Once a week, they attend an informal class conducted by Bert Fisch, formerly sales manager and secretary-treasurer for Justin Boot and Shoe Co., Ft. Worth, and a specialist in business correspondence.

"In the rush of modern business not all letters can be perfect," Charles Tandy points out, "but all can be human and friendly. We believe our writers do a better-than-average job. However, mail contacts with our customers merit the supervision of top management." Tandy first looks over the customer's letter or order, then reads the dictated reply and signs it if he approves. If he asks for a rewrite, he later reads and signs that.

"I know the modern business rule that a letter should be signed by its dictator," says Charles, a graduate of Harvard School of Business Administration. "But for several good reasons we handle this differently."

All Tandy letters are signed:

Tandy Leather Company

C. D. Tandy (signed)

C. D. Tandy (typed)

In the lower left-hand corner are two sets of initials:

CDT: DC (the last two being dictator's initials)

DC: bjm (the last being stenographer's initials)

The leathercraft-findings business is particularly personal, and the Tandy Company feels that a hobbyist likes attention from one of the heads of the firm. "And knowing I'm to sign a letter, I look carefully for weak spots," Tandy explains.

Here's an example from one day's "catch" of letters held out for rewriting. Between it and many letters dictated in other manufacturers' mail-order departments, probably the only difference is that the Tandy letter didn't reach the mailbox. It is addressed to that most valuable of all customers, the one with a complaint. "If a customer complains, you have a chance to hold his business," Tandy maintains. "And the fellow who thinks enough of your service to kick, probably will stay with you for life if you straighten out the matter to his satisfaction."

This Was Rejected

But the Tandy dictator had answered this complainer in a way scarcely calculated to build friendship. A merchant was upset because on four pieces of a 25-cent item, Tandy's leathercraft catalog showed the same price to him as to retail customers. The letter put before Charles Tandy for signature, said:

"John Blank
Blank's Store
Blanktown, Tex.

Dear Mr. Blank:

We have just received your recent note. No, our catalog is not strictly a wholesale catalog nor is it solely a retail one. Any individual or firm may take advantage of quantity discounts. For instance, when you buy as many as one dozen bottles of Zoes' Neutral Creme your price will be \$2. In buying less than this quantity the price will be 25c each.

We do not feel that a dealer is entitled to discounts unless he buys in quantities large enough to merit them. When ordering in the future, please refer to our discount schedule listed on the inside back cover of our No. 73 catalog. Base your future orders on the quantities listed there. These savings will mean a lot to you in the long run."

For an unconsciously humorous touch, the letter finished, "Let us hear from you again soon."

Says Tandy: "In some respects that letter does a careful job. It gives all essential facts—but in such tactless fashion that, had it reached the customer, we'd probably not have heard

from him again, either 'soon' or ever."

But Tandy points out that he is already getting from dictators "about 90 good letters a day, and only 10 poor ones. I know we'll do even better, soon. Meanwhile, one of my most important daily tasks as sales manager, is to see that the 10 sales-losing letters don't leave the plant."

He Okays Letters

Tandy believes that letter-signing and supervision should be concentrated on the desk of the sales manager or the assistant sales manager, according to a firm's size. In each of Tandy Leather Company's 14 smaller branch outlets, all letters to customers are dictated and signed by the manager, who has been trained in the home office at Ft. Worth.

Charles Tandy believes that after

lack of tact, the most frequent fault of business letters is failure to give all information requested by the customer. He picked up an example from the "rejects" on his desk. "This long letter will have to be rewritten, because it doesn't answer the customer's question as to whether there's a Tandy retail store close to him. Busy thanking him for his order and answering several inquiries about that, our dictator forgot to tell the customer there's a Tandy leathercraft retail store within 15 miles of his home!"

"Think of the extra business we'll probably get—business we might easily have missed—when this hobbyist begins to browse around our store!"

These are the rules for Tandy's dictators:

1. *Be tactful*, particularly in an-

swering letters of complaint.

2. *Be informal*. Do not use stereotyped, outmoded phrases such as "We are in receipt of your valued order." Write as though you were talking to the customer across your desk.

3. *Get "You" in opening sentence if possible*, and use it as often as you can, without making repetition too obvious. Always remember that more than anyone or anything else in the world, the customer is interested in himself.

4. *Give all information the customer requests*—in down-to-earth language he can understand—without technical knowledge.

5. *Always sell something else*.

"I hold out any letter which doesn't tell the customer about some new item," says Tandy. He supplies writers with ready-worded, selling paragraphs about new items, easy to incorporate in letters. He gives them advertising inserts: for instance, a multigraphed sheet on Tandy's "Luxury Lamb, the new lining leather," with a sample pasted to it.

Produce Extra Sales

According to Tandy records, 10 to 15% of the letters produce extra business from this little bit of extra sales effort.

Not necessarily brilliant, but friendly, informative, and packed with "sell"—that's the type of letter Charles Tandy wants dictators to turn out. For example:

"Dear Mr. Hobbyist:

You certainly seem to be coming right along with your leathercraft work.

It's a great pleasure to send Tandycraft pattern No. 54, and the 6 each billfold backs and insides which you ordered. They're going to you today by parcel post. Sorry that right now we don't have the billfold boxes you want; but we expect a new lot later this week, and the 6 you ordered will go out to you the day they reach us.

Here's a sample of our new Florentine lacing. This imported, 1/8-inch beveled Goat Lacing for bags, saves you time because you have fewer holes to punch—saves you money because you use less. Though strong and longwearing, it costs you only 10c per yard, \$6 per 100-yd. spool.

Thank you for your order. And we'll surely send those billfold boxes the minute they come in.

Sincerely yours,

TANDY LEATHER COMPANY
C. D. Tandy (signed)
C. D. Tandy (typed)"

SALES MANAGEMENT

COST

The American Legion Magazine

Only \$2.11 Per Thousand*

BLACK & WHITE		2 COLORS		4 COLORS	
Full Page	\$5,700.00	Full Page	\$6,840.00	Fourth Cover	\$11,400.00
2 Columns	3,990.00	2 Columns	4,845.00	2nd & 3rd Covers	8,550.00
1/2 Pg. (Hor.)	2,992.50	1/2 Pg. (Hor.)	3,847.50	Full Page	8,550.00
1 Column	1,995.00	1 Column	2,565.00	2 Columns	6,200.00
Agate Line	14.25			1/2 Pg. (Hor.)	5,000.00

*Based on Black & White page cost and Guaranteed Circulation.

2,700,000 ABC CIRCULATION GUARANTEE

APPRECIATED by EVERY Salesmanager • Business Man • Production Man "PRODUCTION GRAPH CALENDAR"

A VALUABLE MANAGEMENT AID will tell you the date and record day-by-day gains and losses against quotas or monthly comparatives. At a glance information. Large note space for memos. Ideal for sales, production and administrative managers. An excellent dealer management aid—simple and easy to use. Size 20 x 30. Price \$2.85 for a full year (1953) control pad. *Postpaid*.

ORDER
FROM

THORNTON COMPANY

1205 Spring St. N.W.
Atlanta, Georgia

KEYSTONE

KELLY'S SEEDS GROW

Every Hybrid Corn Company of Importance Picks MISSOURI RURALIST

Cargill
MAYGOLD

PFISTER CORN CO.

1952 is a record year! First, almost 100 per cent of the corn planted in Missouri was hybrid corn. And **all** the major hybrid corn companies, large and small, are our clients. At least half of these advertisers have been in Missouri Ruralist for ten years—and none has ever dropped out permanently!

The reason: Advertisers know that practical, enthusiastic editorial leadership makes loyal readers—and that Missouri Ruralist has done much of the work of educating farmers in the use of hybrid corn. They know Missouri Ruralist's loyal readers are their best prospects!

Missouri Ruralist can sell for you, too! If you have products or services to sell farmers or their families, Missouri Ruralist can help you make extra profits in Missouri! Call or write for complete information today.



CORDELL TINDALL, associate editor of Missouri Ruralist, is an agronomy expert. Through his editorial leadership he's responsible in no small degree for the almost 100 per cent hybrid acreage in Missouri.

Steckley



PIONEER

UNITED

Lipscomb's
HYBRID CORN

DEKALB



MISSOURI'S STEADY GAIN IN HYBRID CORN ACREAGE SHOWN GRAPHICALLY

YEAR	HYBRID ACRES	% TOTAL ACRES
1933
1938	80,000	1.8
1943	3,526,000	71.5
1948	4,147,000	95.0
1949	4,051,000	96.0
1950	3,922,000	97.0
1951	4,336,000	97.5
1952	4,271,000	98.0

MISSOURI RURALIST

PUBLISHED BY CAPPER PUBLICATIONS

Business Offices—Topeka, Kansas

Editorial Office—Fayette, Mo.

Another...



HAPPY MAYFLOWER CUSTOMER *reports*

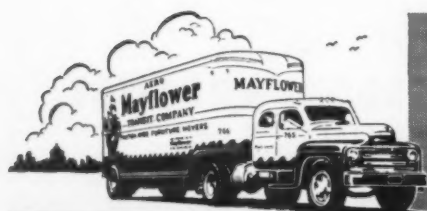
"Everything was quite
satisfactory. Service was
both fast and courteous."

MRS. S. F.
Altoona, Pa.

► Women like Mayflower Moving Service! They tell us so on scores of Mayflower "Customer Report Questionnaires" received every day. They appreciate the care and courtesy of the Mayflower organization, and they are impressed with the special protection given their breakables and valuables. They're also pleased with the little extra attentions they get . . . like taking down drapery fixtures, removing carpet tacks, arranging the furniture in the new home. Yes, you can depend on Mayflower to keep you on the grateful side of the ladies you are moving!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



AERO Mayflower

America's Finest

NATION-WIDE FURNITURE MOVERS

Not only in letters but in every other contact with customers, Tandy Leather Co. strives to "sell something else." Tandy craft paper patterns use "ear" spaces to tell the leather hobbyist about new materials or tool helps. Makings and instructions for the Baby-Mok set (baby's pre-cut moccasins, ready to assemble, in a pastel nursery package) are mailed fourth class. The brown mailing envelope's reverse side carries a blown-up, easy-to-read reproduction of the small magazine advertisement on Baby-Moks. This is complete even to pre-paid price of 50 cents: Who knows but what some postal employee might want to order a set? reasons Tandy Leather Co. Down at the bottom, the advertisement adds: "For the Grown-Ups, ask for Kuffy-Moks."

Above all other sales tools, Dave and Charles Tandy value the supervised letter. Each day it turns first-time customers into fast friends for the company.



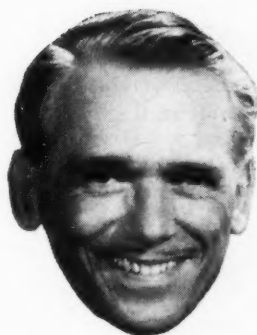
SPECIALTY SHOP SPACE-SAVER: Customers needn't squeeze into corners of dress or shoe departments of small shops in search of the right size stockings. They rotate the lazy susan table, select the hosiery they want, probably take along a bottle of leg cream, nylon shampoo, or a pair of pullman scuffs from the table top.

Adrian Stockings, Inc., developed this eye-catching display to help small-shop retailers increase sales, save pace for shoes, corsets, dress racks. The fixture holds 110 boxes of stockings, is made by Minic Display, New York.

SALES MANAGEMENT

NBC opens a new era for local advertisers . . .

fine television drama at a **practical price**



"Douglas Fairbanks, Jr. Presents

(Your Brand Name) Theater"

"Douglas Fairbanks Presents" was sold in 23 cities before its first appearance.

There's still time to put it to work in 43 major markets.

See your NBC-TV film representative now.

No more must local and regional advertisers settle for less than the very *finest* TV drama to showcase their products. For now NBC presents 39 half-hour film programs that measure up to the best ever offered by network television, Hollywood, or the Broadway stage.

"Douglas Fairbanks Presents" is filmed *on location* in the great capitals of America and Europe. It stars the top talent of two continents in a variety of original and classic stories . . . it runs the gamut

of suspense, high comedy and deep drama . . . and its host, director and occasional star is Douglas Fairbanks, Jr., himself.

"Douglas Fairbanks Presents" is a program for local advertisers to use with pride, and success—similar network TV drama rates consistently in the 30's and 40's. Best of all, it's a fine dramatic program at a *practical* price.

For further information on this new film series, and other NBC Quality Films, write, call, or wire:

NBC film programs

30 Rockefeller Plaza, New York 20, N. Y. • Offices in: New York, Chicago, Los Angeles

a service of America's No. 1 Network



On the job!

Our volunteer speakers are saving thousands of lives today...in factories and offices, at neighborhood centers and at organization meetings all over this land...showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

American Cancer Society

HIRING SALESMEN ?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms based on the opinions of a group of experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Forfeit Fair Trade When You Own Stores?

Eastman Kodak markets through 75,000 independent retailers—and through 42 company-owned stores—and sets minimum prices in both. Is it guilty of illegal price-fixing?

BY JEROME SHOENFELD • Washington Editor

Fixing retail prices seems to be perfectly legal. You just make an agreement with one or more retailers to sell your product at a given price and so bind the rest of your retail customers. That's what the latest change in the Miller-Tydings law seems to say. There's nothing to worry about.

Lawyers in the Justice Department and in the Federal Trade Commission see it a little differently. Some of the Fair Trade agreements can be ripped apart—and without too much trouble. They're not so solid as they look. That's Government talking.

The Miller-Tydings Act, both before and after the McGuire amendment passed this spring, carries a clause to which manufacturers and distributors pay less attention than the antitrust officials. The law condemns fixed contracts "between manufacturers, or between producers, or between wholesalers, or between brokers, or between factors, or between retailers, or between persons, firms or corporations in competition with each other."

It's decided to price some brand of toothpaste at, say, 55 cents. The manufacturer duly enters into agreements with at least one retailer in each of the 45 states with enabling legislation. They are vertical agreements, as manufacturers see it, between concerns, which obviously are not in competition with each other. To an antitrust lawyer, that's doubtful. As he sees it, retailers, with the collusion of the manufacturer, have made a deal. None, he'll argue, would have accepted the 55-cent minimum except as insurance against being undersold. Their separate Fair Trade contracts with the supplier were a device, a blind. If, as may happen, some competing brand sells at, or around, 55 cents, the plot

thickens; there is a producers' as well as a distributors' ring.

That, briefly, is the point of view of the Government on Fair Trade agreements. It considers the whole Miller-Tydings Act self-contradictory. Naturally, no Government lawyer will rush to court armed with nothing better than a point of view. Wearily, the defense could explain to the judge that all this had been discussed at congressional hearings and that the Congress had passed the law anyway. The Government lawyer must look for something more definite. It's the fact that he's looking.

Three cases, now in process, attack one sort of Fair Trade agreement. None has been decided. If the Government is successful, it will be hard for a company, which does some of its own wholesaling or retailing, to set prices for its independent outlets. Conversely, a company with Fair Trade agreements will have to look carefully before it opens a store or a wholesale warehouse of its own.

The most recent case of the kind is a complaint before the Federal Trade Commission against Eastman Kodak. Eastman has about 75,000 independent outlets, with 6,000 signatories to Fair Trade agreements, and the other 69,000 bound by the 6,000. Competing with all 75,000 are 42 company stores with \$34 million of the company's \$460 million annual business.

The argument, tersely, is that the company and the independent stores are in conspiracy to fix prices. Though it may sound queer, price-fixing is an "unfair method of competition" under the Federal Trade Commission Act; the courts have said so many times—in the famous Cement case for instance.

Last spring, the Department of Justice filed against McKesson &

Robbins, Inc., asking the Court to outlaw all of the Fair Trade agreements between, as the complainant expressed it, "the defendant and the co-conspirators." Congress strengthened the Fair Trade laws a little more than a month later, but Justice did not drop its suit. On the contrary, it is pressing it hard.

McKesson & Robbins is described as primarily a wholesale supplier of retail drug stores. But in 1951 it had sold to other wholesalers \$700,000 worth of merchandise which it had manufactured. Since there are Fair Trade agreements, McKesson is in cahoots with independent wholesalers to rig prices, Justice argues. They agreed, says the complainant, not to undercut each other and, in addition, to make each retail outlet follow a prescribed price list. The remedy is to cancel the Fair Trade agreements.

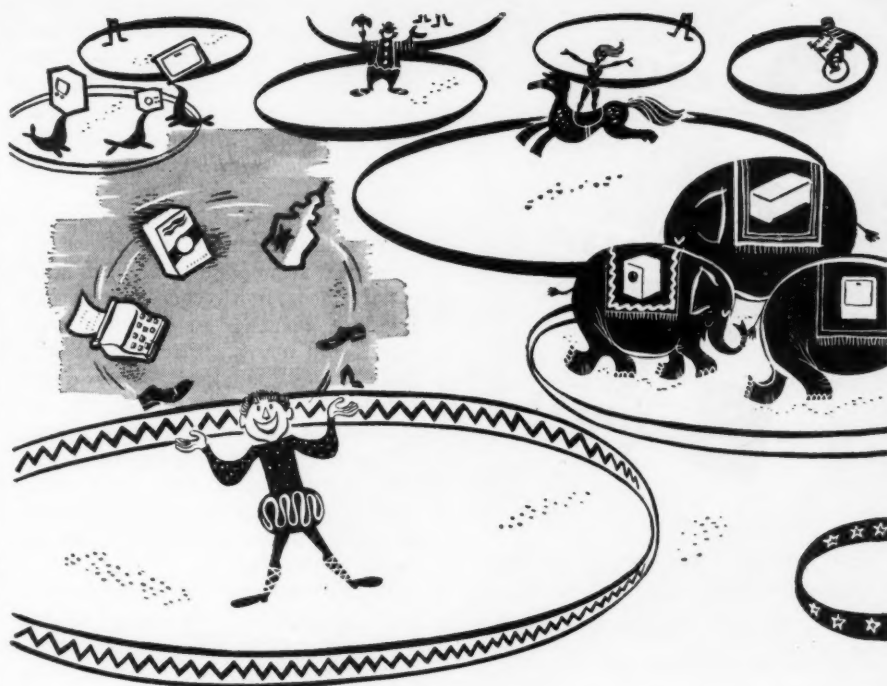
The third case was entered by FTC, more than a year ago, against the publishing house, Doubleday & Co., Inc., as the commission declared war on the book clubs. A half dozen publishers were simultaneously charged with giving a better break to the clubs than to retail stores. There was an additional count against Doubleday, which the paragraphs about book clubs obscured. It runs about 25 shops that sell at Fair Trade prices. Once more, is the charge, company-owned stores have conspired with independent retailers.

Hinges on Small Sales

In all three cases, the volume of trade directly under attack is small. Neither the Eastman nor the Doubleday stores account for much of the total business. Independent wholesalers with whom, allegedly, McKesson has conspired are an exception, so to speak, to the company's direct-to-retailer distribution system. The lawyers don't believe that matters. The Fair Trade agreements are illegal, they say.

If the Government wins, it will be the law that you can't at the same time run your own outlets and accept Fair Trade agreements with independent distributors. You'll have to drop one or the other. If you give up the agreements, there will remain the question of just how your own outlets should price.

Justice has brought suits of another kind. It has long been the belief of its lawyers that the push for Fair Trade comes from retailers, whom the manufacturers can't resist. They force their suppliers into Fair Trade. About a decade ago, indictments for



How to watch a 1,393-RING MERCHANDISING CIRCUS and never miss a thing!

If your product is sold through retail stores the bulk of its sales must necessarily be in the 1,393 cities in which daily newspapers are published.

There is wide variation in the merchandising situation in many of these cities . . . different merchants with different competitive attitudes...varying advertising intensity in behalf of other brands...variable consumer demand and variable brand acceptance in trade areas.

ACB Research Reports enable a merchandiser to determine many of the variables in each market—to exploit the strength and bolster the weakness that his brand may have. All or any part of the 1,393 cities can be covered and each market can then be given the individual attention necessary to best results.

ACB Research Reports are always made to the users own specifications as to territory covered—data contained—frequency, etc. They tell what advertising is running in each city on your brand or competitive brands. From this information important decisions can be made on sales and advertising strategy.

Still other ACB Services are available to give visual sales tools to salesmen . . . to scout new developments . . . advertised

price reports . . . special auditing and certifying services on cooperative advertising campaigns and many others.

Send for ACB's New Tell-All Catalog...

It's brand new from cover to cover—48 pages—and as complete as we could make it. Describes fully each of the 14 ACB services. Gives many case histories. Gives cost of each service or method of estimating same. Has complete directory of all daily and Sunday newspapers. The state breakdown of 1,769,540 retail stores is reprinted from recent U.S. trade census. Send for your free copy today!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5

ACB

The
ADVERTISING
CHECKING BUREAU
INC.

D M B

**DETROIT
MEANS
BUSINESS**

For factual information on the Detroit Market—write to the Promotional and Research Department.

467,066

highest weekday
circulation in
Detroit News'
history

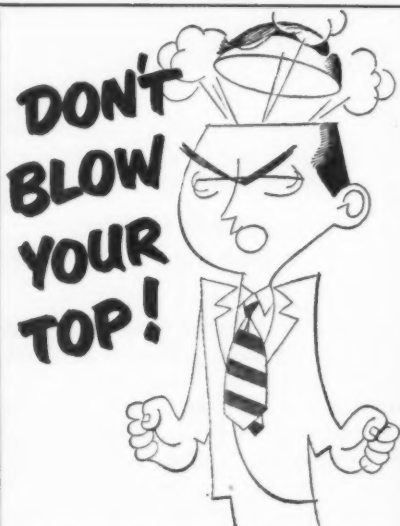
577,826

highest Sunday
circulation in
Detroit News'
history

A.B.C. figures for 6-month period
ending March 31, 1952

The Detroit News

THE HOME NEWSPAPER



**You can depend upon Emery
the world's fastest
transportation system**

For All Air Shipments—Inbound or Outbound
Call for Immediate Pick-up
24 hours a day...Sundays and Holidays, too!



EMERY AIR FREIGHT CORPORATION
Offices in all principal cities in the U. S.
Consult your 'phone book

boycotting suppliers who refused to go along were entered against several retail trade associations. Just two years ago, an indictment of the same sort was filed against phonograph record dealers. The associations each time refused to plead, and paid their fines.

During the McGuire hearings last year, manufacturers as well as distributors argued on behalf of stable retail prices; with equal earnestness, retailers pleaded to protect brand names and manufacturers to preserve small stores. Whatever the situation when Fair Trade started, the enthusiasm of the manufacturers seemed to be thoroughly spontaneous; they didn't sound as if they were reluctantly surrendering to the demands of their customers. This aggravated suspicions at Justice.

It's the opinion of antitrust lawyers that a manufacturer signs a Fair Trade agreement only when he knows that his competitors are signing similar ones. Former Antitrust Chief H. G. Morison was specific: "In the drug industry, for instance, when such an agreement is entered into for a given commodity, it is customary for most, if not all, of the leading manufacturers producing that commodity to sign similar ones."

The division seems to be looking for a case, a case of conspiracy by competitors, genuine competitors with separate names, boards of directors,

brands and advertising budgets. This doesn't require that you produce people who've conspired; you needn't bring forward somebody who was there when they signed their secret compact. You merely show that they are all doing the same thing and that each one knows the others are doing it.

There's a Supreme Court decision which condemns the leading concerns in an industry simply because they lead. If the "Big Three" or the "Big Four" together run the market, if each one calls his shots with an eye to what the others will reply, they're in violation though they've never actively conspired, though, perhaps, their officers don't know each other. The Department has been trying to find a case which, if won, would make this doctrine explicit, instead of implicit as it is now.

The use of Fair Trade agreements by the leaders of an industry, an antitrust lawyer says, might be good additional evidence. A few years ago, the Department looked searchingly at leading liquor companies, whose stable retail prices at the time seemed suggestive, but decided that there wasn't enough to go on.

There are Fair Trade cases now pending and, unless everything changes at the antitrust agencies, more will come. Proponents of that method of selling are far from their final victory.



"Must I declare its monetary value on my Income Tax?"

Firms Tap Marketing Talent in Schoolrooms

Hope to uncover bright careerists in recruitment and training program

On the alert for potentially good supervisors, department heads and sales trainees, two companies are taking a progressive look classroomward, hoping to attract students about to graduate from the country's high schools and colleges. The firms McKesson & Robbins, Inc., New York City, and Caterpillar Tractor Co., Peoria, are approaching the talent market through mail and student-newspaper advertising, respectively.

Caterpillar is advertising in 15 high school papers within a 50-mile radius of Peoria, at a cost of \$2,500. McKesson & Robbins is currently distributing to colleges a 12-page, two-color booklet titled "Wholesaling As a Career." In both cases, motivation of the firm's employee recruitment program is "purely selfish," if a compulsion to hire brighter and better employees can be called that.

"The man who knows gets ahead," reads a Caterpillar advertisement, "and mathematics will help you get there." Caterpillar management explains the idea behind the student-directed advertising like this: "Top men must know math; moreover, they must be able to express themselves clearly—either verbally or in writing, and they must have a knowledge of history, geography and current affairs."

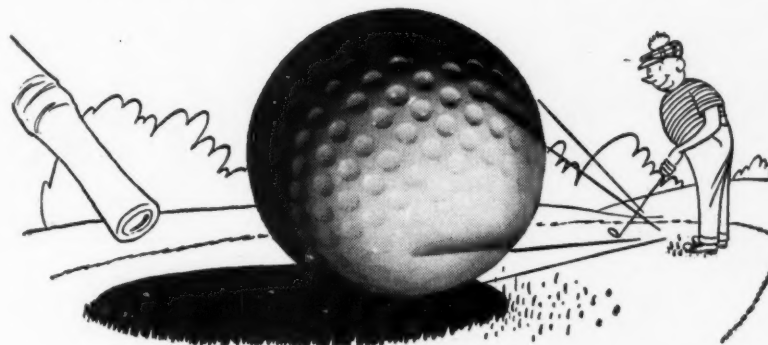
Ask for Stock-Taking

McKesson's booklet asks students to take stock of their personal goals, suggests it is time to "select the company that will aid you most in the accomplishment of these goals." The booklet leads off with an illustrated section describing the firm itself. Its title: "What We Are and What We Do." It then outlines the firm's selection-training program, mentions the job requirements for six typical positions in the organization.

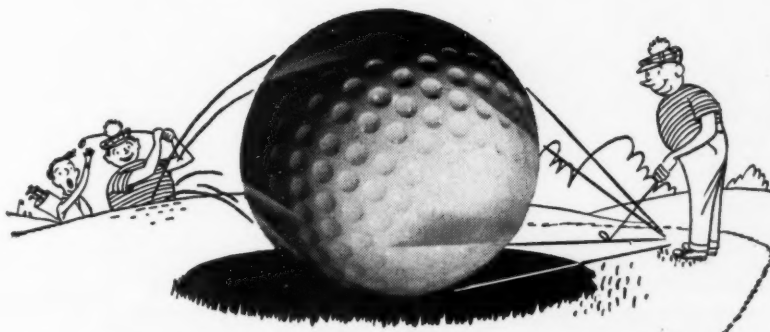
The back cover lists addresses of the company's divisions throughout the country to which applications by letter or in person may be directed. Copies may be obtained from: Training Co-ordinator, Personnel Department, McKesson & Robbins, Inc., 155 E. 44th St., New York 17, N. Y.



**A long drive is very
"soul-satisfying".....**



**a long putt is mighty
refreshing, too**



**....but put 'em both together
and you'll really score!**

to sell the great 2 billion
dollar Memphis market

you need BOTH

WMC

and

WMCT

NBC-5000W

Memphis' Only

790 K.C.

TV Station

owned and operated by The Commercial Appeal • National Representatives The Branham Company

Again in '52-

Five

FIRST in advertising growth

—the word is spreading about ability to deliver

% PAGE GAIN OR LOSS

1st 8 months
1952 vs. 1951

U. S. NEWS & WORLD REPORT	42.9% gain
BUSINESS WEEK	17.0% gain
FORTUNE	16.5% gain
NATION'S BUSINESS	11.6% gain
NEWSWEEK	7.0% gain
TIME	4.5% loss

Based on Reports by Publishers Information Bureau.
"1st 8 months" figures based on first 8 issues of the monthlies,
first 35 issues of the weeklies.

FIRST in circulation gain

—they buy without pressure, because they want it!

GAIN IN NET PAID ABC AVERAGE

1st 6 months
1952 vs. 1951

U. S. NEWS & WORLD REPORT	59,335
TIME	55,221
NATION'S BUSINESS	45,540
NEWSWEEK	14,630
BUSINESS WEEK	12,659
FORTUNE	8,733

Based on comparisons of Publishers' Statements to the Audit
Bureau of Circulations.

FIRST in newsstand gain

—and distribution is restricted to the blue-chip
newsstands, approximately 25% of the total

GAIN OR LOSS IN NEWSSTAND
NET PAID ABC AVERAGE

1st 6 months
1952 vs. 1951

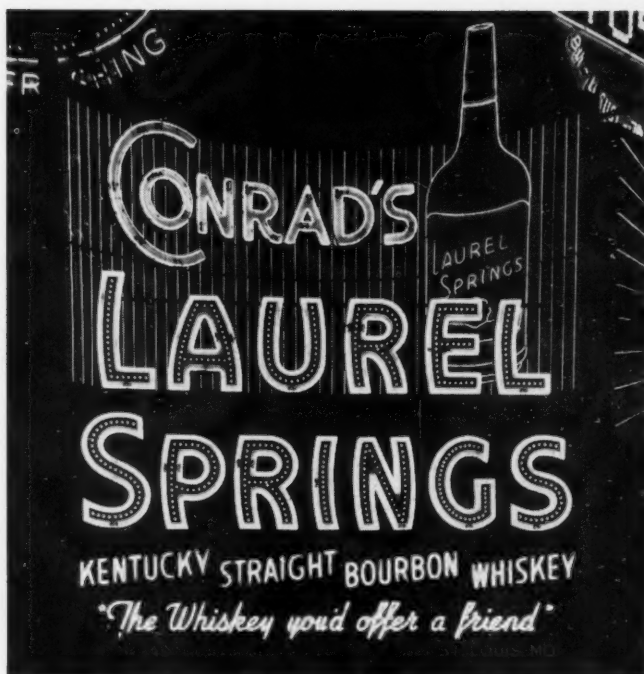
U. S. NEWS & WORLD REPORT	+4,615
FORTUNE	+2,863
TIME	+1,421
NEWSWEEK	-4,324
NATION'S BUSINESS	*—
BUSINESS WEEK	*—

* No newsstand distribution.
Based on comparisons of Publishers' Statements to the Audit
Bureau of Circulations.

Jan.-June 1952 net paid ABC average



"UNCLE OSCAR" WOULDN'T BLEND IT . . . and his decision was sound. L. to r. above: John F. Conrad, "Uncle Oscar," Oscar J. Conrad, Jr. Conrad, Inc., is a family business.



IF YOU LIVE IN ST. LOUIS, you know Laurel Springs. Its sponsor's entire advertising budget goes into this one market. Media include a huge spectacular in mid-town, seen by 100,000 people daily.

One-Market Saturation Selling Wins Leadership for "Laurel Springs"

The market: St. Louis. The product: straight bourbon whiskey. The company: Conrad, Inc. Here's a story that details the sales strategy responsible for 77.3% store and bar distribution, and a 300% increase in sales in 6 years.

BY CHARLES J. KNAPP

Seems like everybody's got problems in the whiskey business today. National brands are reporting sales drops . . . price wars rage. . . . Yet, there's one good brand in St. Louis, the sales of which have moved up steadily since 1934, and in the past six years they have increased more than 300%. They're up this year, too.

Today, Conrad Incorporated's "Laurel Springs," a 5-year-old, 90-proof Kentucky straight bourbon whiskey, is the top selling straight by more than three to one, according to proprietors in St. Louis and the surrounding market area. How Conrad has met the highly competitive,

strongly advertised national brands and come out ahead is the subject of this analysis.

Laurel Springs is a premium price whiskey. It retails for \$4.90 a fifth. Despite the price, the annual survey by the *St. Louis Post-Dispatch* shows Laurel Springs leading all brands in its class by a margin which has become more decided each year for the past four years. The survey shows Laurel Springs available in 77.3% of all package stores and bars in St. Louis and St. Louis County. The closest competing brand shows 62% distribution.

But more important, three out of

four dealers with Laurel Springs on their shelves list it as one of their top four sellers. No other straight whiskey—regardless of price—shows a stock turnover so great or enjoys such consistent good will on the part of St. Louis dealers.

Conrad's sales formula, the result of intensive study and years of development, is as sound as it is simple, and can be applied by nearly any local or regional organization, depending on the product and marketing conditions.

Sales saturation by a quality product is the answer. And in the case of Conrad, sales saturation is obtained by unusually close and complete sales supervision. Sales efforts are, of course, backed by a generous advertising schedule, but market analysis and intelligent business application are of first importance.

Conrad isn't worried about sales in Los Angeles or Miami or Brooklyn. The company and its representatives concentrate every working hour on an area small enough for even the officers of the firm, as well as the salesmen,



PRESTIGE STANDING IN THE MARKET of Conrad brands eases the problem of getting desirable window display space. During the past four years Conrad has had no trouble installing all the displays it can make available to dealers in, near St. Louis.

to know personally a large percentage of the bartenders and package store operators by their first names.

Primary target for Conrad sales is metropolitan and suburban St. Louis. Second in importance are outlying towns in the city's trading area. In this way distribution costs are held to a minimum, sales efforts are closely knit and easier to control, and St. Louis newspapers offer almost tailored-to-measure advertising media.

Conrad, Inc., St. Louis, was established in 1934 as a full-line liquor wholesale house. It continues to be entirely Conrad family owned, with Oscar J. as chairman of the board, and his two sons John F., III, president and sales manager, and Oscar J. Conrad, Jr., vice president-treasurer.

From its founding, Conrad's growth has been steady but far from spectacular. Gross sales the first year were around \$200,000. During the last fiscal year the gross was more than \$3,500,000.

Through the late 1930's and early 1940's the company was content to enjoy a reasonable business return and a slow, steady growth. Whiskey makers must maintain a large inventory of aging whiskeys, and these heavy investments tended to curtail Conrad's available funds for advertising, sales promotion and plant expansion. For some years Conrad has carried a five-year backlog of aging whiskey stocks in barrels. On October 1, the company moved into a new 15,000-

barrel bonded warehouse which is part of its new St. Louis plant.

During World War II the company faced a major decision which has proved to be a key factor in Laurel Springs' success. The question was: Should it continue to produce and market a limited supply of high quality straight bourbon whiskey, or do as the vast majority of other brands were doing, blend with neutral spirits?

"Uncle Oscar" didn't take long to make up his mind. The Laurel Springs brand had stood for good straight whiskey down through the years. To change it to a blend would jeopardize its fine reputation—perhaps beyond recovery. Laurel Springs remained straight. But it meant fewer dollars coming in (\$800,000 annually during this period), and spreading the product thin among outlets. Other brands, with their more plentiful quantity because of blending, were forging ahead in sales. But "Uncle Oscar" stood by his decision. He knew what he was doing, as the following years have proved.

Like all firms during the war, Conrad's personnel was at low tide. Most of the time "Uncle Oscar" was the only Conrad left in the office. With two salesmen, one office girl, and several huskies for the heavy work, he ran the company. Today the company employs, in addition to the executive group, 61 persons, including 14 salesmen and a sales supervisor.

At the end of the war and the return of the Conrad "family" to the company, it was decided in 1945 to build Laurel Springs in the local market in earnest.

The company called in Krupnick & Associates, Inc., St. Louis advertising agency. The management-agency team made an exhaustive study of the sales area.

First, the company had available a two-year supply of straight, aged whiskey. Second, during the lean years, when it was necessary to spread Laurel Springs thinly among outlets, it had been spread *fairly*. Regular dealers had not been forgotten, and they promoted the brand as something special, often reserving it for favorite patrons. Laurel Springs did not face a "change-over", while most other brands, erstwhile blends, now faced the necessity of winning back consumer good will as straights.

Thus, Laurel Springs entered the postwar period with a large backlog of consumer demand. The time was right for the Conrad product to make a bid for top place, while competitive brands were still struggling to make the return trip from blends to straights.

But some of the larger distillers were spending as much as a million dollars on campaigns. How was a comparatively small firm to combat such pressure?

Advertising Concentration, Too

If a major distiller spends a million dollars on a campaign, only about \$33,000 of this can be normally allotted to Missouri, they reasoned, basing their figures on Missouri's percentage of national consumption of liquor. But the breakdown went further. St. Louis is responsible for about one-third of the liquor consumed in the state. This meant about \$10,000 of the big distiller's million would be earmarked directly for St. Louis. Conrad could afford to spend five times as much in the same area to promote Laurel Springs.

So impressed were the officers of Conrad, Inc., that they had Krupnick & Associates prepare a presentation built around the figures, then carried the facts to every liquor outlet in the territory. Since then salesmen representing national brands find it pretty hard to convince local dealers that the large distilleries are doing more than any one else to promote the dealer's business.

So was formed the policy which firmly entrenched Laurel Springs in the St. Louis area. And the sales control gained through the intelligent



It's just like
downtown —
when **BSN's**
supermarkets

SELL for You!



Building Supply News is a real help to us in our fast-moving retail operation. You need real ideas when you're competing for the consumer's dollar as we are.

-- Edward Gee,
President

Send for 4-page folder on new multi-billion dollar "Do-It-Yourself" market controlled by building material dealers.

Witness Gee Lumber Company's scintillating CHICAGO TRIBUNE "88" promotion. Pages on Sunday in the "World's Greatest Newspaper" — Wednesday night product demonstrations over WGN-TV.

It's "just like downtown" when BSN's lumber and building material supermarkets promote their ever-expanding line of products for home, farm and professional builder.

BSN's supermarket dealers — whose annual sales average 37% above the industry average — are the *biggest* merchants in the average community. That's because they know how to use today's most advanced sales tools—with the technique of the MACYS, the GIMBELS, the MARSHALL FIELDS and the WALGREENS.

If you are looking for the retail outlets that can help you meet today's stiffening competition, we'll show you how to reach them through BSN — always the FIRST merchandising dealer publication.



**BUILDING
SUPPLY NEWS**

5 South Wabash Avenue, Chicago 3, Illinois

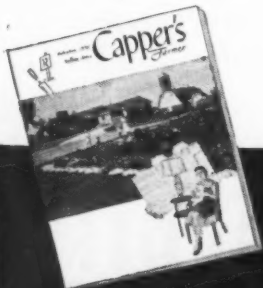
If You Want MASS



...LIKE
WILDROOT

With a mass product, you buy mass markets. Mid-America is one — a mass market, *dominated by farmers*. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



marketing of Laurel Springs turned out to be equally important to every other brand Conrad carries.

One of the basic concepts of Conrad sales strategy was insistence that salesmen contact *all* retail outlets in their territories, not just the prestige territories. Salesmen are held responsible for consistent call reports on *every* outlet. As a follow-through on this policy, the company always employs a sufficient number of salesmen to do a thorough job on all outlets. In addition, Conrad management plays an active part in sales.

The Conrads have always discounted the theory that when you have 50% of the outlets, particularly the better outlets, you are in line for 90% of the business. They can point out many a "joint" in a poor neighborhood, by-passed by prestige-minded salesmen of other companies, that often rings up a sales volume all out of proportion to the attention it gets.

More Efficient Sales Coverage

One of the next moves was to restrict salesmen to territories, a policy which, when finally worked out, resulted in a 25% increase in salesmen's calls per day. Then the territories were reduced in size to a point where each salesman now has only as many outlets as he can contact regularly and often.

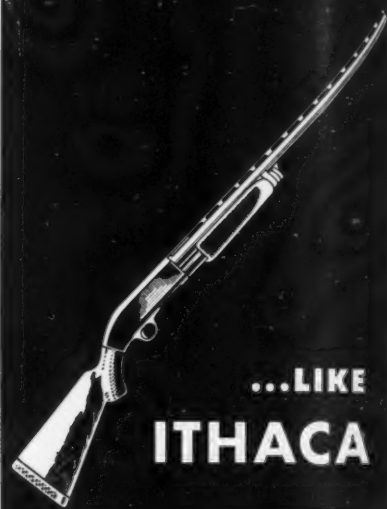
It was inevitable that these policies would not set too well with some of the salesmen, but experience shows that these men are actually selling *more* merchandise than they did when they were allowed to roam the entire town.

Once established, the policy has paid off in reduced travel time, increased calls per-salesman-per-day, and more calls on each outlet. It enables salesmen to meet and maintain a high and profitable quota. And now sales force turnover is at its lowest point in company history. The Conrads lay claim to one of the happiest, most enthusiastic, presentable sales forces in the entire liquor industry.

Conrad has two men left from the "lean" years. Others of the 14-man staff have been added since 1946. The company prefers young salesmen, under 40 years old, who have previous sales experience but not in the liquor business. Conrad wants to indoctrinate men with Conrad ideas on how to service liquor accounts. Men are selected for their receptiveness to new ideas, their interest and enthusiasm, and their determination to build a steady job in a substantial territory.

The individual traits and capacities

If You Want CLASS



...LIKE
ITHACA

When your product costs important money, you want the people who *have* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer





CONTESTS PAY OFF for Conrad, Inc. They're held frequently, almost continuously. Some are Conrad-planned, in behalf of Conrad brands. Others are sponsored by manufacturers for whom Conrad acts as distributor. And nearly every day, there's a "special deal."

of the salesmen are important factors in deciding the size of territory and the number of accounts assigned. In most instances, salesmen have from 180 to 200 accounts. Some, however, have as few as 150, because they are the types who carry few accounts, work slowly, but usually bring in large orders. Accounts these men can't handle are assigned to other salesmen. Two salesmen carry 300 accounts each—small outlets that do not buy often or in large quantities.

Two years ago Conrad installed a complete IBM tabulating system which has opened up endless possibilities for refining and streamlining the sales program. The company knows day by day the number of cases moving on each major brand of merchandise.

An unusual factor in the Conrad sales policy is a sales meeting every morning. These meetings have proved highly successful. The meetings begin at 8:30 a.m. and the salesmen must be prompt. Net result is that the men go out on the street with their eyes open. They are awake and usually in a good frame of mind.

Nearly every day they are given some "special deal" for the day. Conrad polices and tries to enforce strictly a minimum retail price on Laurel Springs, following the preference of 91% of dealers as expressed in a survey. Other brands, however, often are featured in deals.

Such close control of the sales force gives the sales manager and the sales supervisor perfect views of sales efforts, singly and collectively, and there is no lack of important aspects of sales which make good discussion topics during the morning meetings.

Salesmen are required to fill out a call report each day. This is tabulated on the IBM system and results in a figure on sales-per-number-of-calls

by each salesman, and a sales-per-number-of-calls figure on each individual customer. From this is derived a percentage figure on the salesman's call record which practically guarantees good sales performance. If a salesman "stuffs" his call record on any day, it tends to kill his average on sales-per-call.

Every month each salesman gets a complete report on his sales, itemized by brand and by amounts sold to each customer. This keeps the salesman fully informed of his progress.

In addition, Sales Supervisor Clovis McComy keeps close watch on every salesman and regularly discusses records with both salesman and sales manager. At least once a month sales manager, supervisor and salesman discuss *every account* on the salesman's string.

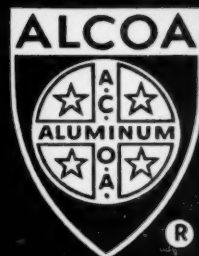
The IBM system is invaluable in such discussions, supplemented by the salesman's personal reports. No holds are barred or punches pulled in pointing out methods a salesman can use to improve his sales. The company interest is in the individual salesman, since his success is reflected in more profit to both salesman and company.

Conrad's salesmen are on straight commission. Their yearly earnings average about \$6,500.

No outlet is allowed to "die on the vine." If a retailer has not purchased within 60 days, he is called upon by both salesman and sales supervisor. In this way many small differences are ironed out before they are allowed to grow into ill will.

Every effort is made to tie in advertising and merchandising efforts to the individual salesman—make him a part of it. Salesmen are always provided with reprints of advertisements or mailing brochures, and are fully informed of advertising programs and told how they can best use them to

If You Want FARMERS

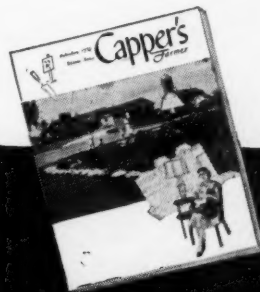


...LIKE

ALCOA

With a product for farmers, you want *on-the-farm circulation*. Not would-be farmers, or half-acre farmers, but those with fields to work... stock to raise... buildings to maintain. Capper's Farmer circulates 90% right on the farm!

Buy
Capper's
Farmer



In the Bag!



you reach with the STATE MEDICAL JOURNALS

Presenting the local medical news, and views on vital problems of the associations, the *State Journals* wield a compelling statewide influence.

Carrying only advertising acceptable to the A. M. A. Councils, the Journals maintain the doctors' confidence on every page—editorial and advertising.

Penetration of the Journals is close to 100 per cent, including every member physician in the 39 states served.

Channelled entirely through one office, your advertising in any chosen number of State Journals calls for only one contract, one original plate and one statement.

STATE JOURNAL ADVERTISING BUREAU

of the
American Medical Association
535 NORTH DEARBORN STREET
CHICAGO 10, ILLINOIS

ALABAMA—Journal of Med. Assn. of
ARIZONA—Medicine
ARKANSAS—Med. Society, Journal of
CONNECTICUT—State Med. Journal
DELAWARE—Med. Journal
DISTRICT OF COLUMBIA—Med. Annals of
FLORIDA—Med. Assn. Journal of
GEORGIA—Journal of Med. Assn. of
HAWAII—Med. Journal
INDIANA—State Med. Assn. Journal of
IOWA—State Med. Soc., Journal of
KANSAS—Med. Soc. Journal of
KENTUCKY—Med. Journal
LOUISIANA—Journal of State Med. Society
MAINE—Med. Assn., Journal of the
MARYLAND—Medical Journal
MICHIGAN—State Med. Soc. Journal of
MINNESOTA—Medicine
MISSOURI STATE—Med. Assn., Journal of
NEBRASKA—State Med. Journal
NEW ENGLAND—Journal of Med. (Mass.,
New Hamp.)
NEW JERSEY—Journal of Med. Soc. of
NORTH CAROLINA—Med. Journal
OHIO—State Med. Journal
OKLAHOMA—State Med. Assn., Journal of
PENNSYLVANIA—Med. Journal
ROCKY MOUNTAIN—Med. Journal (Colo.,
Utah, Wyo., New Mex., Mont.)
SOUTH CAROLINA—Med. Assn. Journal of
SOUTH DAKOTA—Journal of Med.
TENNESSEE—State Med. Assn. Journal of
TEXAS STATE—Journal of Med.
VIRGINIA—Med. Monthly
WEST VIRGINIA—Med. Journal
WISCONSIN—Med. Journal

assist in personal contacts.

Wherever possible, salesmen personally deliver point-of-purchase material and do what they can to get it installed. This includes counter cards, wall banners, etc.

While advertising is done throughout the year, the bulk of expenditure is concentrated during the last four months of the year, equaling about two-thirds of the newspaper budget. Due largely to the Krupnick & Associates influence, the Conrad drives have been wrapped around big copy promotions during the heavy buying seasons. This approach not only gets strong customer and dealer reaction, but has helped to generate the extra enthusiasm among salesmen, which is so necessary for good distribution. Small sustaining advertisements (always on the sports page) appear during late winter, spring, and most of the summer. The campaigns gain momentum during September, and the big push carries on from October through the Christmas holidays. Laurel Springs advertising always maintains class appeal.

Direct mail to 3,000 local and out-state accounts is a must.

The company maintains only one outdoor advertising spot—a huge spectacular located at Grand and Market, near the heart of the city. It is one of the largest and best known in St. Louis, and overlooks a cross flow of traffic estimated to total 100,000 persons daily.

They Like Contests

Salesmen keep close watch on retailers who have window space available, and place an order for window displays whenever possible. In addition, Reichers Display Co., St. Louis, independently canvasses retailers, package stores, and bars, and installs window displays wherever and whenever possible. At one time it was difficult for Conrad to place window displays, but during the past four years Reichers has had no trouble in installing all the Laurel Springs displays Conrad can make available.

Conrad, Inc., believes in contests for salesmen, and at least one is always going on. The agency plans contests held for Laurel Springs, 1874, and other Conrad products, while individual manufacturers, for whom Conrad is agent, also hold frequent contests.

Success of the contests stems as much from satisfaction and enthusiasm generated among the sales force as it does from the actual cash or prizes to be gained by individual salesmen. One of Conrad's latest twists was to photostat the actual IBM tab-

ular strips as they came from the machine and make large sales charts from them for each salesman. They listed his accounts and his Laurel Springs placements, and posted them on the walls of the sales room. Day by day each salesman's success in obtaining placements and additional volume were recorded on the chart.

It isn't surprising that this effective marketing of Conrad's mainstay has been valuable to all the lines the company sells. The salesmen carry a full line—Gordon's gin, Cointreau cordials, Jim Beam whiskies, Jack Daniels whiskey, Italian Swiss Colony wines, Usher's and King William scotches, and other national brands. The company's formula for intensive selling—regular contact with every outlet, daily sales meeting, close coordination and supervision of sales effort—extends to every brand the company carries, and offers these manufacturers unusually strong distribution.

Conrad's Second Brand

In 1948 Conrad decided to broaden its whiskey lines by the introduction of a second brand of its own. This is "Conrad's 1874," a 4-year-old, 93-proof, straight bourbon. This brand is "dealed" in direct competition to other brands which are sold on price appeal for high volume at a comparatively low margin, in sharp contrast to the policy maintained on Laurel Springs.

Distribution of Conrad's 1874 is handled through the same sales force, involving no additional overhead. During the first three years it had approximately 16% distribution in the St. Louis area, without advertising or promotion of any kind. Now, however, an advertising appropriation has been set up and, for the first time, Conrad's 1874 is being promoted in a big way. Here, as with Laurel Springs, Conrad concentrates distribution on that limited area of strong influence which it intends to maintain.

Call it "saturation," but it all adds up to good business, good sales and good profits. Just how good might be pointed out by the fact that not long ago Krupnick & Associates surveyed more than 100 major markets in an attempt to find other regional brands which might be using the same type advertising, direct mail and promotional material.

In the hundred-odd markets surveyed, not one other city had a local straight bourbon with anywhere near the competitive strength of Laurel Springs.

New Wrinkle in Fabric Sales Training

Retailer's brochure helps to sell two products at the same time

If a retail salesman loses a sale because he can't answer customers' questions about the merchandise he stocks, the manufacturer isn't the only one who suffers. Producers of component products used in the manufacture are victims of the salesperson's ignorance, too.

Geigy Co., Inc., New York City, manufacturer of Mitin, a durable moth-proofer, has an answer to the problem. Too often, the company finds, customers pick up a hang tag on a woolen garment, which tells them it's "mothproof" or "mothproofed," but they aren't sure what protection is offered against damage. If a salesman can't explain, the garment producer and Geigy both lose business. Salesmen must understand both products.

It Tells All

To educate salespeople and train them to sell woolens preserved with its product, Geigy provides retailers with a 16-page illustrated booklet containing complete information about woolen fabrics, animal fibers, moths, mothproofing. It's written clearly and simply.

Under a section titled, "To Sell Woolens, Know Your Product," retail salespeople learn what merchandise is classified as wool, wool's blends, virtue, weakness.

Best of all, the booklet lists, in easy-to-remember style, all important facts about Mitin—facts the customer wants to hear from a salesman: what it is, why it lasts, how it saves consumers the expense of buying sprays and crystals and eliminates troublesome packing and storage problems, how it withstands dry cleaning, washing, detergents, weathering, perspiration, light and wear.

The company announces it will furnish as many copies as required by 1300 retailers presently stocking merchandise treated with Mitin, and will, wherever possible, fill requests from stores interested in the educational program. Store executives may obtain copies of the booklet by writing the firm at 89 Barclay Street, New York 8, N.Y.

PERRYGRAF

Slide-Charts

provide information that makes it

EASIER TO BUY...

EASIER TO USE...

PRODUCTS



they make more sales!

"Everybody is telling us how easy it is to select the right seat cover with Perrygraf Slide-Charts," reports Mr. R. D. Pease, Vice President and General Manager of the S. E. Hyman Co.

This simple, easy-to-understand presentation of product facts is responsible for making more sales. A product that is made easy to buy is half sold.

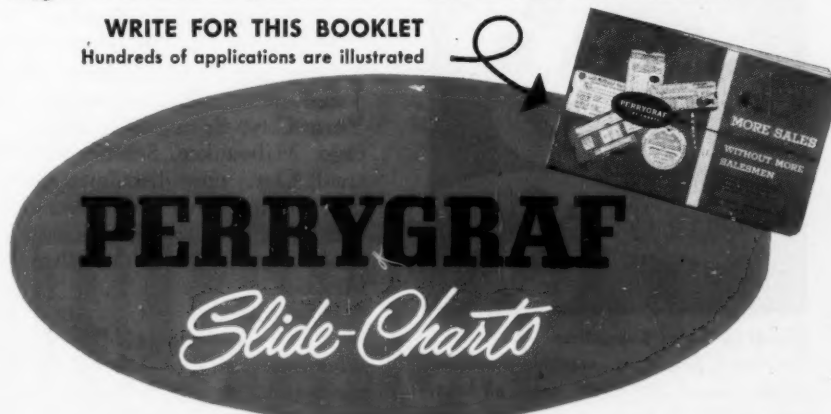
Perrygraf Slide-Charts are practical sales

tools. They provide information quickly... essential facts appear and unrelated data is screened out. They are easy to operate... just pull a tab or turn a disc.

Perrygraf Slide-Charts have proved a profitable sales aid to many companies... why not apply them to your business? Write, explaining what you would like a slide-chart to do and we will advise how it can be made and what it will cost.

WRITE FOR THIS BOOKLET

Hundreds of applications are illustrated



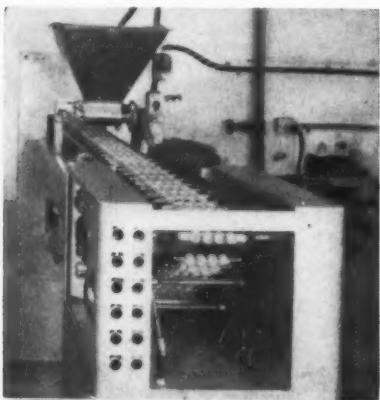
Designers and Manufacturers

PERRYGRAF CORP., 1502 Madison, Maywood, Illinois



When a man with an idea:

Pat DeCicco, ex-husband of Gloria Vanderbilt, and vice-president and general manager, United Artists Theaters, who had sampled hand-dipped, chocolate-covered, ice cream Bon Bons at a tennis match in Italy . . .



Meets man with a machine:

Three men, in fact, Allan and Robert Eddy and Wilbur C. Reeder, who had spent five years and \$100,000 developing a new machine for producing novelty ice cream, and who recognized a promotion when they saw it . . .



Result: a Sales Sensation . . .

DeCicco's Bon Bons, machine-produced at the rate of 320 dozen boxes an hour, with royalty on each 10-cent box set at $\frac{3}{4}$ of 1c, are now sold by Carnation, Borden, H. P. Hood and other dairies.

Now They're Selling Ice Cream in Theaters

BY NAT & ELEANOR WOOD

Many of the nation's 60 million weekly patrons of 20,000 movie theaters are fast becoming acquainted with an ice cream novelty which is tapping a hitherto undeveloped market in the 10,000 U.S. towns with theaters.

Until recently, most people were content to chew gum or munch candy and buttered popcorn while watching their favorite movie. Now they can buy Bon Bons—a mouth-size bit of "smearless" chocolate-covered ice cream which looks like chocolate-coated cherries. They are packed 5 to a box and retail for 10c.

The Bon Bon craze started a couple of years ago, when through a stroke of fate the California designers of a new automatic novelty ice cream freezing machine were brought together with Pat DeCicco, Hollywood movie promoter and one-time husband of Gloria Vanderbilt. DeCicco had discovered the Bon Bons at a tennis match in Italy and had brought the idea back to the States with him. The result has made ice cream sales history in the short period of two years. Today more than 7 million boxes are sold monthly from 13 franchised plants in the country.

From its office in Beverly Hills and its plant in South Pasadena, Cal., the Bon Bon Corp. has spread out. It now operates in Canadian markets as well, and encompasses such well known dairy product distributors as Carnation Co., the Borden Co. and H. P. Hood & Sons, Boston.

Plants in Los Angeles, Oakland, Kansas City, Dallas, New Orleans, Jacksonville, Fla., Brooklyn, New York City, Springfield, Mass., Chicago, Milwaukee, Seattle, and Montreal, Que., now distribute the product through drug stores, super markets as well as movie houses, and include dispensing machines throughout the East.

The company got its start when, by sheer coincidence, Pat DeCicco, who was with Fox West Coast Theaters and was vice-president and general manager of United Artists Theaters of California, Inc., met Allan and Robert Eddy and Wilbur C.

Reeder, who had been in the ice cream novelty business.

The three men had spent five years and \$100,000 developing a new machine called a "universal novelty machine" which froze such items as pop-sicles by a revolutionary new automatic process by using a cold air blast instead of the conventional brine tanks which required hand labor.

Meanwhile, DeCicco had gone to see Mark Mathews, vice-president, Carnation Co., Los Angeles, to ask Carnation to manufacture his Bon Bons for theater distribution. Mathews, knowing of the Eddy Brothers equipment, put DeCicco in touch with R. F. Eddy, for Carnation had learned that only Eddy's machine could make such a product economically. In the Italian process Bon Bons had been hand dipped.

DeCicco and Eddy's group joined forces to form the Bon Bon Corp. Production started in September 1950, with DeCicco in charge of promotion. Initial distribution was through United Artists and Fox West Coast theaters in Los Angeles. Very little advertising backed up their initial appearance.

Royalty Details

Bon Bon's immediate success in this test market brought interest from Borden Co. in New York. It decided to install equipment to manufacture the ice cream novelty for its market. The Carnation Co. had already started production in Oakland, Cal.

Equipment was leased on a rental and royalty basis, the rental covering equipment costs which amounted to approximately \$25,000, paid over a five-year period, plus installation costs. Bon Bon Corp. received a royalty amounting to three-fourths of a cent on every box produced and sold. Because of the immediate success of the product the leasing company recouped its equipment costs in a few months.

After Borden's New York installation, Bon Bons began to sweep the country. They went into Chicago, Milwaukee, Dallas, New Orleans

and Montreal. H. P. Hood & Sons took on the Boston territory. Foremost Dairies joined in Jacksonville, Fla., then American Dairies in Kansas City and West Products Co. in Seattle.

Bon Bon sent a sales representative to each of these areas to help dairies obtain new accounts. Salesmen are supplied with point-of-purchase tools and theater and television trailers.

Thirty-second cartoon trailers, "The Bon Bon Story" and "Bon Bons in All Lands," were produced for them by Cascade Pictures, Inc., Hollywood. TV trailers for 10-second spots are given free to any customers who request them.

A crowning achievement of promotion is the soon-to-be-released 20th-Century-Fox film "Top Man" starring Richard Widmark and Joanne Dru. Widmark plays the role of a businessman in the ice cream business—and his product is DeCicco's Bon Bons. A number of scenes for the film were shot in the South Pasadena plant, including a tour through it by a group of nursery school kids from Miss Dru's nursery.

Power of Suggestion

It is hoped that the power of suggestion will start audiences stampeding for the lobby and a package of the "smearless" Bon Bons during intermission.

DeCicco's many movie industry contacts have helped immeasurably in the success of his product. Some of his company's stockholders are movie people. About \$700,000 has been invested in the company.

Success of the product is borne out by theater owners who say it is the first innovation in ice cream novelties in 20 years. Many of them who have carried other types of ice cream in lobby concessions have discontinued the lines in favor of Bon Bons. They are less messy to handle, don't clutter up the theaters and move fast.

With annual sales increasing from \$450,000, the company is planning to enter more markets as rapidly as possible. It is also contemplating the use of more automatic vending machines in theaters, drug stores and markets to compete with the ice cream bar, popsicle, Diced cream and Dixie cups.

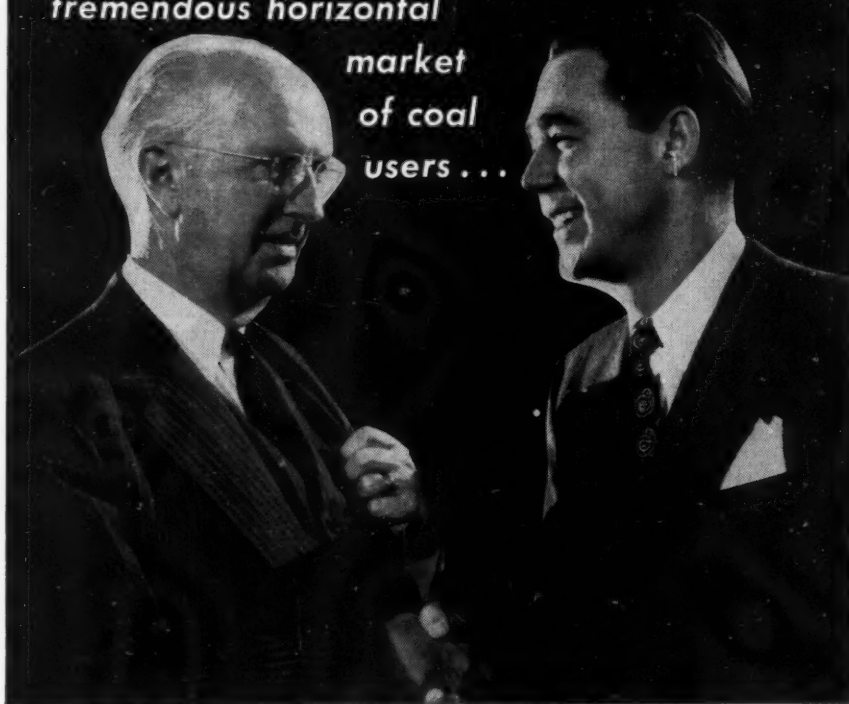
The company also plans to branch out into all kinds of ice cream novelties, utilizing its new brineless-freezing production equipment and ready-made distribution channels across the country and elsewhere.

Officials of Coal-Using Companies . . .
and those with something to sell them . . .

meet in **UTILIZATION**...

sole publication that covers the
tremendous horizontal

market
of coal
users . . .



When your message goes where UTILIZATION goes, you are registering with the primary buying influences in the coal-use market. 90.7%* of our copies reach presidents, vice-presidents, secretaries, treasurers, superintendents, managers, engineers, technical personnel and purchasing agents. They are the decision-making officials of:

- the majority of coal burning electric utilities and—municipal power stations ● most steel and cement mills ● some 6,000 manufacturers (automotive, paper, etc.) ● all Great Lakes coal docks and coal handling railroads ● 5,800 prominent retail and wholesale coal yards.

This multi-billion dollar market is served by UTILIZATION exclusively. Readers welcome UTILIZATION, as proved by a continual check of their habits, interests and participation. UTILIZATION explores every phase of coal use. Our location in Washington offers an alert listening post, quickly reporting decisions, trends and regulations affecting coal.

If you want to sell the companies who burn, buy, dock, export, handle, heat with, load, manufacture with, move, sell, ship or stockpile coal . . . use the publication your prospects use . . . UTILIZATION.

*Survey made in Fall, 1951.

UTILIZATION

The MAGAZINE of COAL USES

1120 MUNSEY BLDG.
WASHINGTON 4, D. C.
NEW YORK • CHICAGO
PITTSBURGH
SAN FRANCISCO
LOS ANGELES

CCA NBP

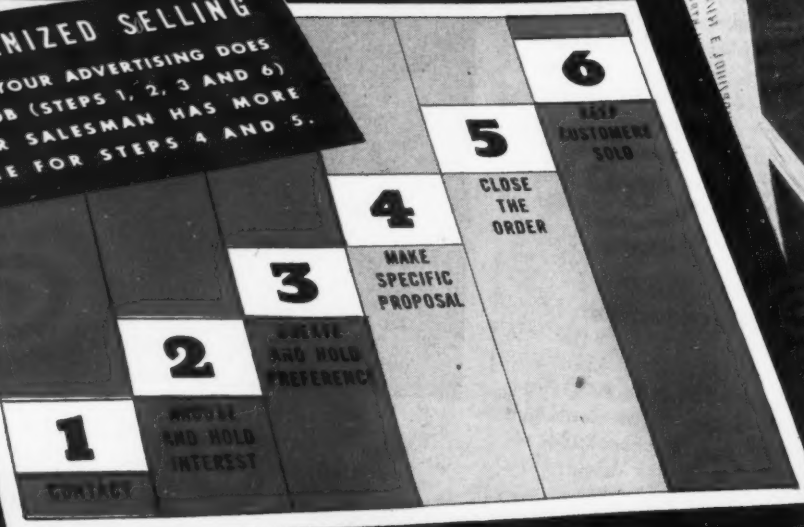
THIS "CALL" CAN

BUSINESS PUBLICATIONS

THE WAY TO CUT SALES COSTS

MECHANIZED SELLING

WHEN YOUR ADVERTISING DOES ITS JOB (STEPS 1, 2, 3 AND 6) YOUR SALESMAN HAS MORE TIME FOR STEPS 4 AND 5.



INCOMING

CUT YOUR SALES COSTS

YOUR PRODUCT STORY, in the business magazine your prospect looks to for help with his job, is more than just a sales call on a buying influence. Business Publications are multipliers of sales power. They can take your selling message to thousands of your customers and prospects *at the same time* ... at a cost which can be counted in pennies per call.

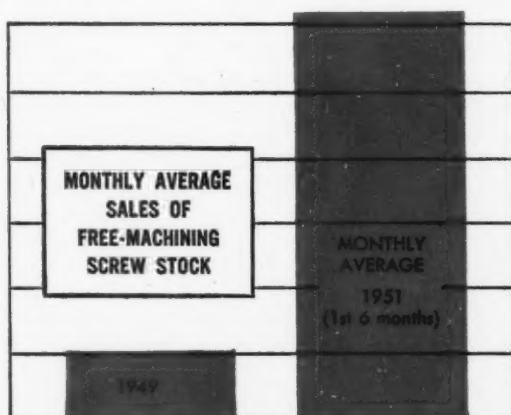
We call Business Magazine Advertising "Mechanized Selling" because it mechanizes the first three steps of a sale—makes contact, arouses interest, creates preference. It reduces the cost of personal selling by enabling the salesman to concentrate his

time and effort on the pay-off steps.

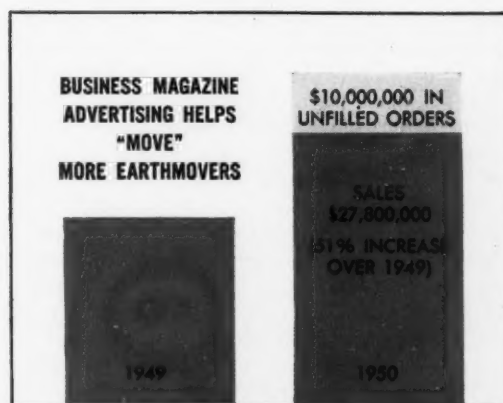
Even if the present economy finds you with plenty of orders, remember, you can't afford to let today's customers and tomorrow's prospects forget you. Key people change jobs—competition is keen and growing—the seed for tomorrow's sales must be planted now—and cultivated with consistent advertising.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales With Business Paper Advertising." Also about our sound-slide film ... "Mechanized Selling—Blueprint for Profits" which is available for showing at sales meetings.

HOW "MECHANIZED SELLING" INCREASED SALES OF PREMIUM-PRICED PRODUCTS



Using strong Business Paper schedules, plus direct mail and dealer helps, a producer of premium-priced screw stock (sold thru distributors) increased sales to a point where advertising costs averaged less than $\frac{1}{2}$ of 1%.



A manufacturer of earthmoving scrapers used Business Magazines—2-color spreads—to reach his major markets, plus preprints and booklets. Sales increased to \$27,800,000, plus \$10,000,000 in unfilled orders.

McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

When Home Buyers Clamor for 20 Colors

... of sidewall shakes (shingles) and you are geared to produce 6, you can expand output or come up with a brand new merchandising idea. Creo-Dipt's plan solves problems for dealers and contractors — and pleases homeowners.

In answer to an increasing demand for color in its product the Creo-Dipt Co., North Tonawanda, N.Y., manufacturers of stained red cedar sidewall shakes, comes up with a novel merchandising plan.

In addition to giving Creo-Dipt a greater share of the highly competitive building materials market, the plan is solving a difficult inventory problem and improving customer and dealer relations.

To maintain its competitive position in the industry, the company recognized the need to expand its line from 6 to 20 colors. How to do it without incurring the cost of plant expansion or placing undue hardships on dealers is the problem solved by its Optional Kolor Plan.

Here's how it works. The plan is based on the use of Pryme-Shakes, factory stained in one specially formulated prime color. Creo-Dipt Fynal-Kolor, available in 20 modern pastel and deep-tone shades, is supplied for a finished coat on the job. Both the shakes and the color are sold as a unit at no more than the cost of conventionally stained shakes, but with greater advantages.

For each square (100 sq. ft.) of shakes purchased, the customer is given a certificate good for ½ gal. of

Fynal-Kolor which will cover the prescribed area. Customers choose their preference from a color selector and mail certificates to Creo-Dipt. Shipment is made direct to the job site, relieving dealer of all color stocking problems and reducing on-the-job inventories for the builder.

For dealers with an established stained shake trade, the plan is proving to be an excellent sales stimulator while reducing handling costs. For dealers unable to handle stained shakes because of the great number of colors involved, the plan is bringing them into the category of a sensible, economical and profitable stock item.

As a stock item, Pryme-Shakes can be purchased in larger, more economical quantities, and at a period when the market is the most advantageous from the standpoint of sales. Special pick-up and delivery charges — common practice in handling non-stock items — is thus eliminated, enabling the dealer to adopt and maintain a highly competitive pricing policy.

Additional sales impetus for dealers taking advantage of the plan: stock in one color, sell on the basis of 20 finished colors ... and quote one appealing price.

Builders, too, are taking to the

plan. With demand for new housing reaching record proportions, the pre-war practice of home building on a contract basis has, for all practical purposes, disappeared. Today's houses are being mass produced in an attempt by contractors to beat rising material costs, combat shortages, and keep final sale prices in line. There is no room for waste in the current market of speculative building.

Contractors now eliminate waste heretofore experienced with pre-colored shakes. Shakes left from one house can be used on the next without regard to finish color.

Other time and money saving advantages for the builder:

Fynal-Kolor can be brushed or sprayed just as it comes from the can. One coat produces an even color tone, eliminating color variations which come as a result of mixing.

Workmen are not required to exercise such extreme care in handling since Fynal-Kolor covers all hammer marks and other blemishes incurred during shake application.

"First of all," says L. J. Leatzow, Creo-Dipt sales manager, "a thorough market survey was made to determine in advance if the plan would be readily accepted. We contacted builders, dealers, distributors, architects, and home owners and outlined our proposed modus operandi. Favorable and enthusiastic reaction was evidenced so we proceeded."

Introduction to the trade came in February through a series of 2-color dealer ads in magazines serving the building field. Ads are still running and play up the profit angle to dealers and distributors; labor savings and simplified materials handling to builders.

Results of the Optional Kolor Plan: Creo-Dipt sales now are at a higher level than ever before and the company's relationship with its dealers has never been in a more healthy state.



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MARKETING

Edited by Philip Salisbury, Editor

PICTOGRAPHS

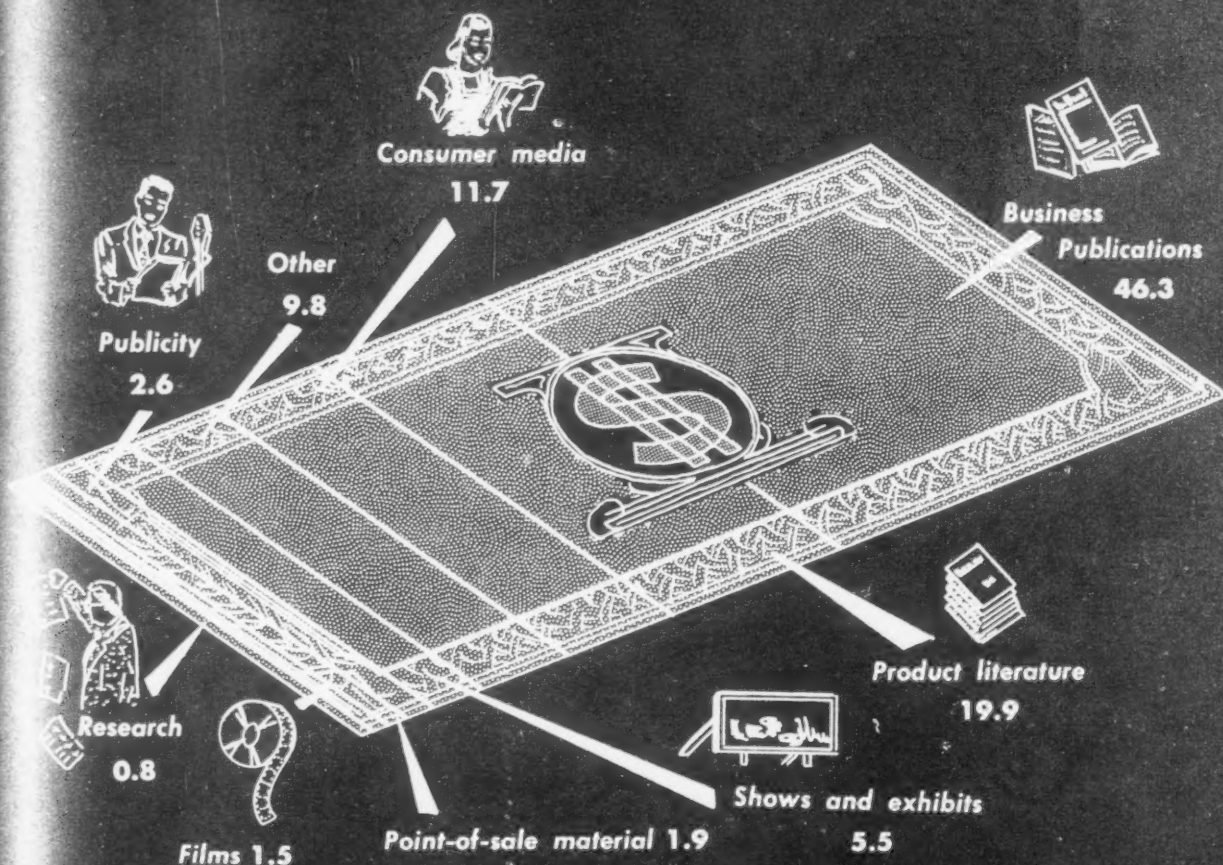
Designed by Marcia Eliot Pictofacts Studio

THE INDUSTRIAL ADVERTISING DOLLAR

More than 500 industrial advertisers cooperated with N.I.A.A. in analyzing their 1952 advertising budgets. On the average the total budget represented 2% of gross sales. Small companies averaged nearly 4%, the largest less than 1%.

7 out of every 10 say that "the task to be done" is the determining factor in setting the budget.

WHERE THE MONEY GOES % OF BUDGET



Out of the total budget for consumer media and the business publications, 19.1% is spent for production costs.

PICTOGRAPH BY

Management

11-20-52

Source: "Industrial Advertising Budgets — 1952,"
National Industrial Advertisers Ass'n.

UP AGAIN!

Grocery advertisers know a good market when they see it! That's why Modern Romances shows a 47% gain in grocery store products advertising revenue for the first eight months of 1952.

Here are four good reasons why more and more advertisers in all fields are successfully selling young marrieds in Modern Romances:

- 1 Modern Romances' Audience—most concentrated market of young homemakers there is. Median age 23, 75% married, 74% have children.
- 2 "Happy Homemaking"—unique merchandising service takes news of advertisers' products directly into homes of 500,000 brides, sells them on these products. Now only a month old, and already an overwhelming success.
- 3 "Modern Super-Marketing"—monthly newspaper that sells 17,000 top super-markets on promoting the products of Modern Romances advertisers. Hailed by manufacturers and retailers alike as the best promotion to hit the grocery field in years.
- 4 Infants' & Children's Promotion—provides retail tie-ins, windows, local newspaper ads for advertisers' products in leading stores from coast to coast.

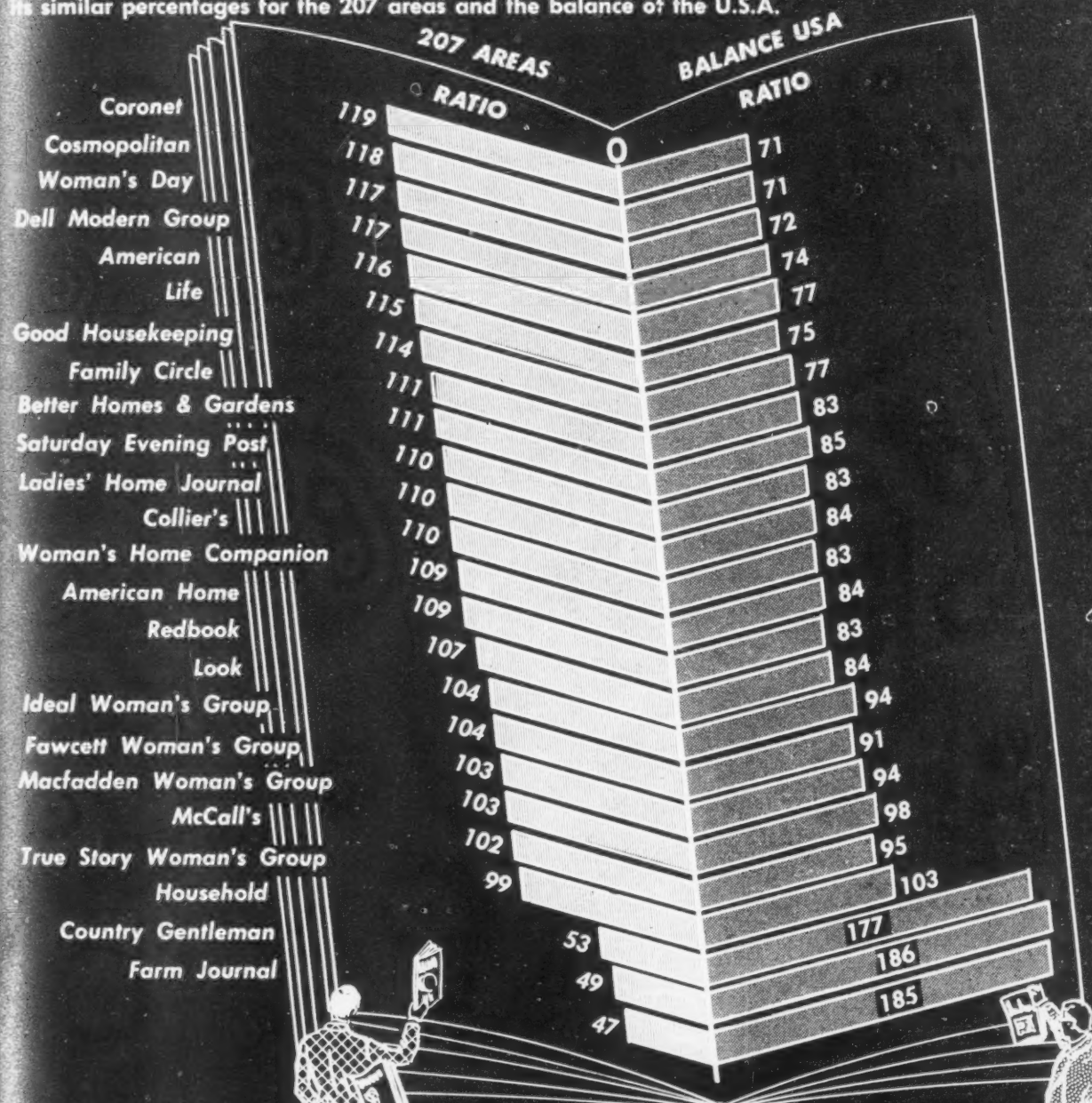
MODERN ROMANCES

America's Youngest Married Woman Audience



DISTRIBUTION PATTERNS OF 24 MAGAZINES

Here, for 24 magazines with total paid circulations of 2,000,000 copies or more, is the distribution pattern between 207 largest areas (162 Standard Metropolitan Areas plus SALES MANAGEMENT's 25 "Potential" areas plus the counties of 20 additional big cities) as compared with the balance of the U.S.A. . . . Sunday supplements are covered on the following editorial page. . . . For each magazine its percentage of U.S.A. family coverage is the base, 100. This figure is then divided into its similar percentages for the 207 areas and the balance of the U.S.A.



PICTOGRAPH BY
Sales Management

11-20-52

Source: "Cooperative Media Breakdown,"
Chicago Agencies, May, 1952

Whose millions of readers have

BUY ON THEIR M

BUY



Serving more than 3½-million families—
screened for the **BUY ON THEIR MINDS!**

Better

Serving more than 3,600,000 families
November 1952 • 25c In Canada 35c

IR MINDS?

BUY



THEY'RE the 3½-million families who read Better Homes & Gardens — the *only* one of the three biggest man-woman magazines that screens all the readers it might get for the *BUY-minded* millions you want.

For BH&G contains nothing but news, notes and suggestions on things to try — things to BUY — a magazine edited strictly for BUY-minded wives and husbands with money in the bank — and an active desire to do something with it.

When these selected people get between the covers of BH&G, they're touring their favorite market place with their favorite counselor. Can you think of a more receptive atmosphere in which to advertise your brands?

BH&G BUYOLOGICAL BRIEFS

More advertising dollars per issue were spent in BH&G than in any other magazine. (1st six months 1952.)

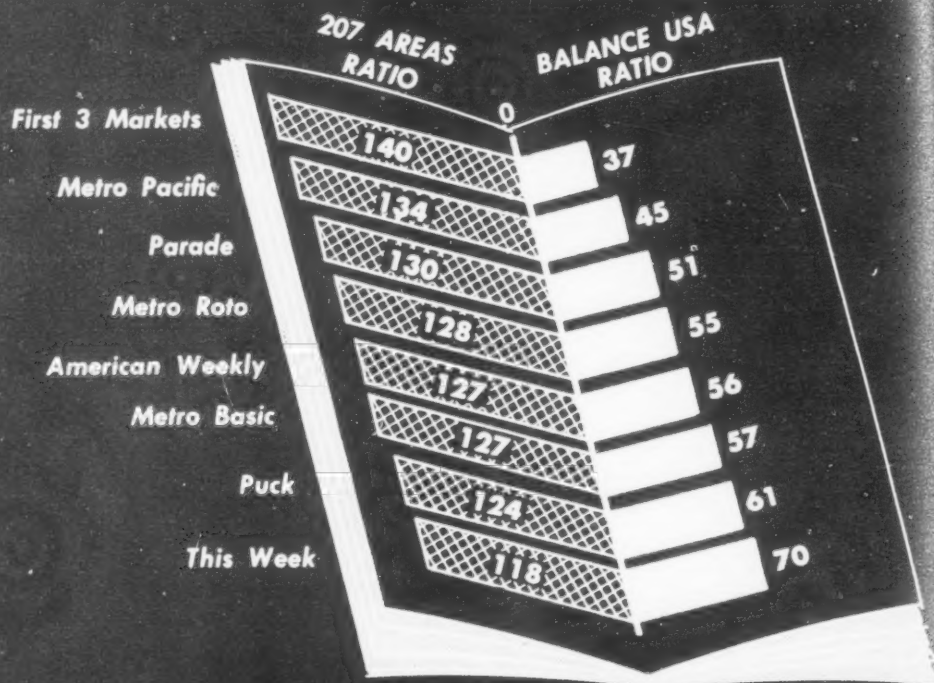
More dollars of advertising, more lines of advertising and more pages of advertising were placed in BH&G than in any other major monthly magazine. (1st six months of 1952.)

The most advertising dollars ever spent in a single issue of any magazine ever published were spent in the April, 1952 issue of BH&G. (And still true as this ad goes to press.)

MEREDITH PUBLISHING COMPANY, Des Moines Iowa

DISTRIBUTION PATTERNS of 8 SUNDAY MAGAZINES

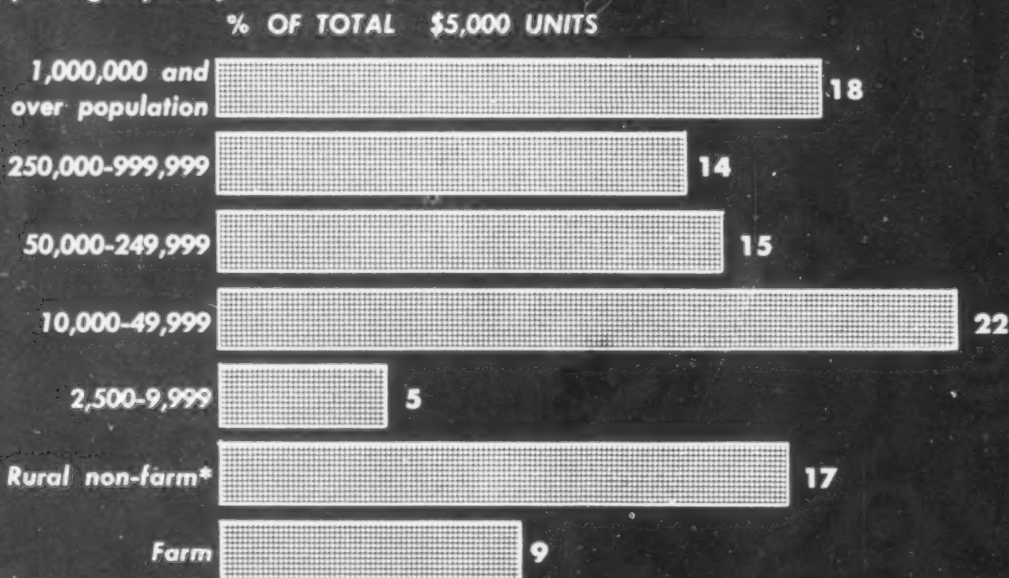
Here for 8 Sunday-distributed magazines or sections, with circulations in excess of 2,000,000, is the distribution pattern between the 207 largest areas and the balance of the U.S.A. See preceding Pictograph for description of areas and methods used. Total U.S.A. family coverage is the base, 100.



Source: "Cooperative Media Breakdown,"
Chicago Agencies, May, 1952

WHERE DO OUR TOP EARNERS LIVE?

Currently there are almost 10 million families and individuals with incomes of \$5,000 a year or more. By city size groups they are distributed as follows:



*Includes unincorporated suburban communities.

PICTOGRAPH BY

Sales Management

11-20-52

Sources: Bureau of the Census and Institute of
Life Insurance



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COMPANION MAINTAINS 2-YEAR APPLIANCE LEAD

"Fine editorial support," says Herb Bayle, BSFD media director

COMPANION representative Roy Husbands is presenting a strong case to Brooke Smith, French & Dorrance, Inc. When Herb Bayle wants a particularly *receptive* audience for an appliance advertiser's message he naturally considers the COMPANION.

Thorough coverage of appliance news helps account for COMPANION families owning more ranges, more washing machines, more home freezers.

Continuous coverage of appliance news helps make the COMPANION's 4,250,000 audience an *active replacement* market.

Practical coverage of appliance news—interpreted in terms of daily use—helps pre-sell COMPANION's big, young, able-to-buy market—your best new prospects for '53!

Woman's Home
COMPANION
CURRENT CIRCULATION OVER 4,250,000

THE MCGRAW-HILL PUBLISHING COMPANY—PUBLISHERS OF COLLIER'S, THE AMERICAN MAGAZINE, WOMAN'S HOME COMPANION

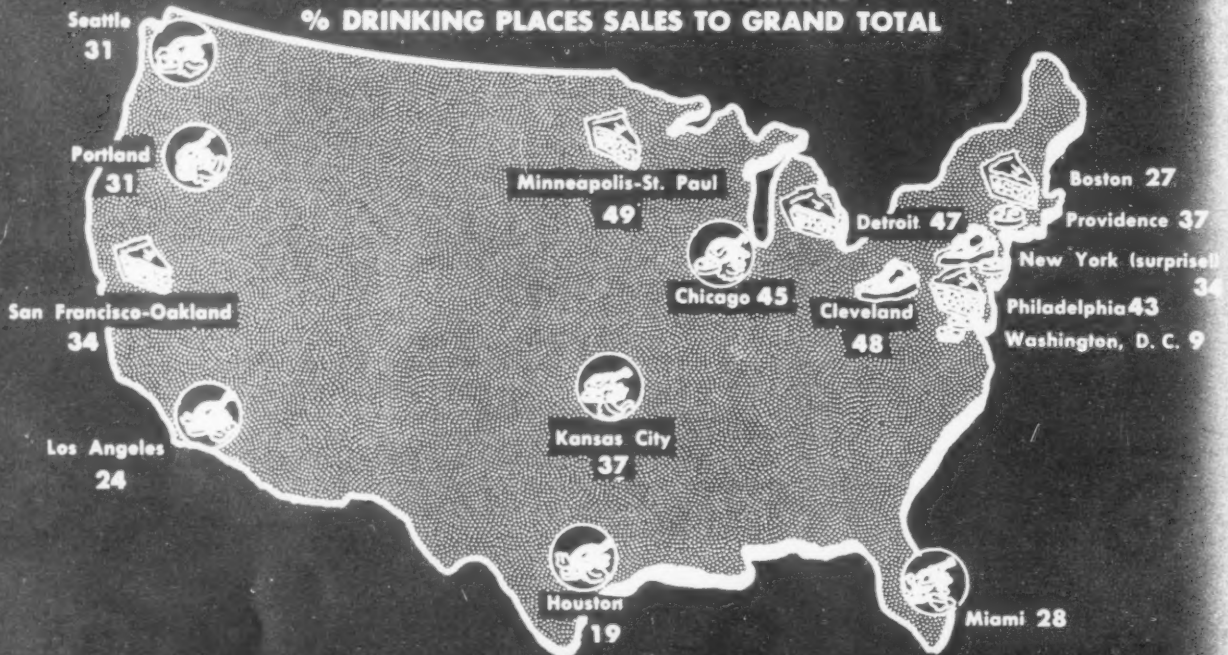
NOVEMBER 20, 1952

EATERS VERSUS DRINKERS

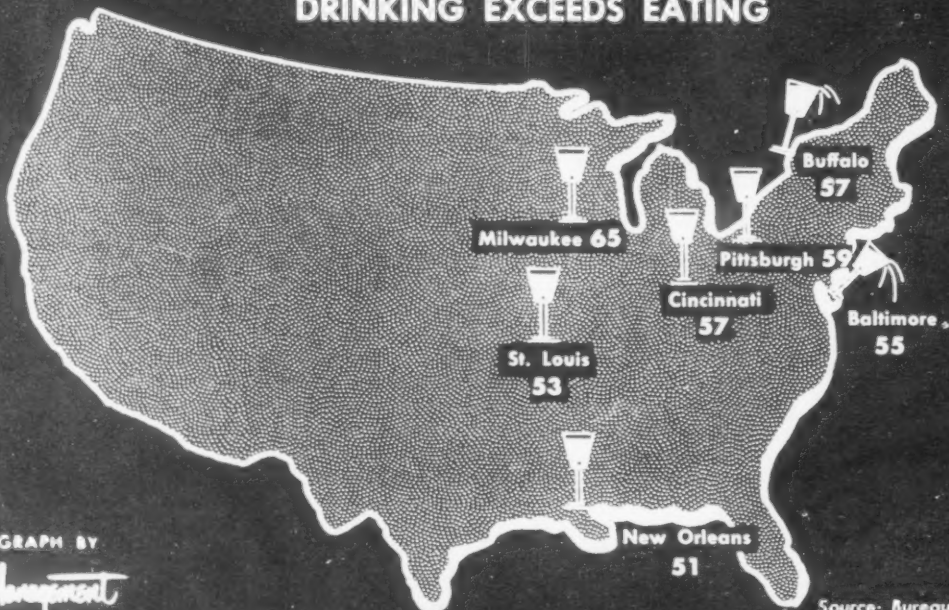
The Bureau of the Census in its business census lists "Eating and Drinking Places," with 1948 sales of nearly \$11 billion. Of this total "drinking places" account for 39%, and the category includes "retail establishments primarily engaged in selling drinks such as beer, ale, wine, liquor and other alcoholic beverages for consumption on the premises, and usually known as bars, beer gardens, cabarets, night clubs, saloons, tap rooms and taverns." In such places food represents only one-fifth of the sales.

Here, for some of our major cities, are percentages which these drinking places represent of total sales of all types of on-premise eating and drinking places.

EATING EXCEEDS DRINKING % DRINKING PLACES SALES TO GRAND TOTAL



DRINKING EXCEEDS EATING



PICTOGRAPH BY
Sales Management
11-20-52

Source: Bureau of the Census, 1948

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New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Encyclopedia of Advertising. By Irvin Graham. Published by Fairchild Publications, Inc., 7 East 12th Street, New York, 3, N.Y. Price, \$6.50.

For you who must occasionally deal with the advertising end of your business this book will provide clear delineation of advertising terminology. There are over 1,100 terms—every segment of the advertising and allied trades—catalogued. All phases of the industry are covered—marketing, printing, public relations, publicity, media. Explanations of existing laws affecting the advertising industry, postal regulations and various services available to advertisers are described in detail.

The Simple Simon Stories. By "The Business Man Nobody Knows." Published by Business Books, Inc., 206 East 43rd St., New York, N.Y. Price, \$3.00.

The author, a top figure in the advertising agency business, recounts here 14 stories which, actually, are case histories of companies or industries which were having sales problems because of a failure to approach their customers or market their products properly. Most of the stories tell how advertising, properly focused, saved the day.

Encyclopedic Dictionary of Business. Published by Prentice-Hall, Inc., 70 Fifth Avenue, New York, 11, N.Y. Price, \$10.00.

The publishing house which produced this weighty book says that it contains detailed, authoritative guidance on everything connected with running a large or small company or a department within a company. Within the book's covers such subjects as: accounting procedures and terms; how to save money in financing transactions; a complete credit and collection program; letters that sell; advertising; managing a sales force; short-cuts for busy executives.

Vertical Integration in Marketing. Nugent Wedding, editor. Published by University of Illinois, Bureau of Economic and Business Research, 205 David Kinley Hall, Urbana, Ill. Price, \$1.50.

The Bureau which produced this study—and others, which it produces at regular intervals—makes available to Illinois, and other businessmen the results of its research. This particular study contains papers which were presented at the 1951 Marketing Symposium held by the Marketing Division of the University. Vertical integration has apparently offered the opportunity of reducing marketing costs by reducing the number of times that some of the marketing functions are performed. The booklet is in two sections; general discussion of vertical integration and analyses of specific aspects of vertical integration.

SELL MORE

IN THE TROY NEW YORK CITY ZONE

WHERE THEY HAVE MORE TO SPEND

**SPENDING
IS 17% ABOVE PAR***

(Expenditures per \$1,000 effective buying income.)

**PAYROLLS ARE HIGH—AND STEADY—IN
THE TROY, NEW YORK CITY ZONE BECAUSE
OF THE 200 DIVERSIFIED INDUSTRIES THAT
OPERATE THE YEAR AROUND**

Here 123,600 people reside

Here 60,000 wage earners trade

Rate:
18c

City Zone Coverage:
99%

Circulation:
45,548
(Oct. daily aver.)

*Sales Management 1952 Market Study

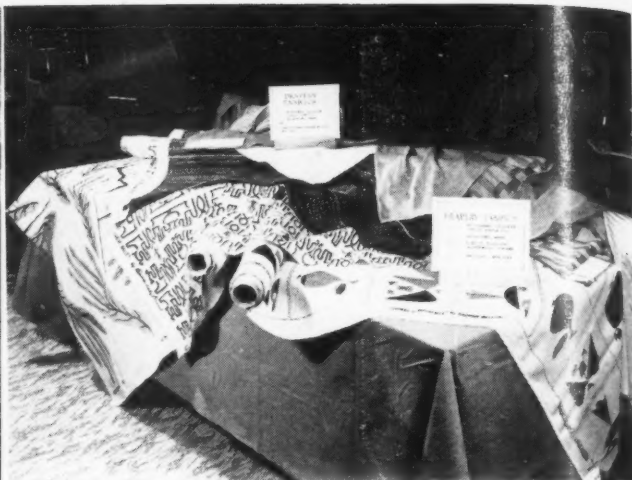
THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.



STEP ONE: To help the press folks understand saran, the "how" of its making was simplified in a chart.



STEP THREE: To show one of the newest applications, there were samples of high-style drapery materials.



STEP TWO: To show samples of saran monofilaments and fine fibers. Guests could feel them, take a sample.



STEP FOUR: To show application of saran to floor coverings. Rugs from 5 manufacturers were displayed.

How Saran Managed the Debut Of Its New Synthetic Fiber

The problem: how to tell the press about the coming of rugs and draperies made of a fine-fiber yarn. Simplified exhibits told the product story, dramatic demonstrations proved cleanability, fire-resistance, moisture-resistance.

The Saran Yarns Co., Odenton, Md., had a problem: How to introduce the company's new saran fine fibers made from a synthetic powder produced by Dow Chemical Co. since 1939.

Saran Yarns, established in 1947, has produced saran fine fibers since 1949, and after several years of experimentation with saran carpet yarns, it was ready this year to produce them on a commercial scale. Its sister company, National Plastics Products Co., established in 1941, began in 1942 to produce saran monofilaments (coarser, stiff fibers) used in the man-

ufacture of screen cloth for the Military. In 1946 it started full-scale commercial production of saran monofilaments which are now used so successfully in the manufacture of automobile seat covers, luggage covering, window screen cloth, etc.

With the many new synthetics in the textile field, Saran Yarns management believed there was danger of saran becoming "just another fiber." The public had to be educated in saran's versatility and what it could do, for saran fine fibers are now favorably accepted by the carpet and the decorative textiles industries.

Carpet, upholstery and drapery fabrics made of 100% saran and of blends with other fibers are sold to retailers by leading manufacturers. There was no question of the acceptance on the part of the trade . . . the problem was how to dramatize saran fine fibers at a press preview so they would eventually win consumer acceptance. SY's long-pull educational campaign would then follow through.

SY executives presented the problem to the Joseph Katz Co., Baltimore and New York advertising agency. They explained that there was both an advantage and a handicap in the fact that saran monofilaments had become well known in the manufacture of automobile seat covers, luggage covering, outdoor furniture and window screen cloth. Their durability and beauty have won enthusiastic consumer acceptance of these products. These uses are in addition to many industrial applications.

Are You a Gambling Man?

Don't bet on answering any of these questions right. Even the man who developed these questions and answers had trouble believing them . . . until he checked them a dozen times. It will pay every advertising agency executive and advertiser to check them, too. It indicates the vast sales potential in an unheralded giant of a market.

How many people attend conventions and sales meetings each year?

More than make up the population of 14 states combined.

How much do they spend on items like hotel rooms?

You could pave a 20-inch-wide path with dollar bills from Maine to Florida with the money spent at hotels by convention delegates and companies staging sales meetings.

How many motion pictures, slides and filmstrips are used at meetings?

Were all motion pictures, filmstrips and slides prepared for meetings in one year laid end to end they would stretch from New York to San Francisco and go part way back.

How many exhibits are used at conventions in one year?

If all custom-built exhibits in trade shows and expositions were piled one on top of the other, you would have an imposing edifice 720 times as tall as the Empire State Building.

How much money is spent by conventions?

The dollar volume from meeting business in the greatest convention city in America is greater than the city's entire fiscal budget.

How much transportation is used by convention delegates?

To move—at one time—all delegates who travel to conventions you would need 112,500 Pullman cars, plus 2,369 Constellations, plus 5,405 buses, plus 6 steamships.

How many different kinds of businesses profit from supplying or servicing sales meetings and conventions?

From airlines to projector manufacturers, from distilleries to truckers, from exhibit builders to premium manufacturers—more than 25 different businesses do big business in the meetings market.

How many media service the big \$2-billion market of meetings?

Just one—and only one!—medium covers the entire field of sales meetings, conventions, trade shows and expositions. The one and only publication is Sales Meetings.

Before making up an advertising schedule . . . before working out any advertising budget . . . be sure to check on this great meetings market opened to you through Sales Meetings. Write for the new folder "The Fabulous Meetings Market."

Sales Meetings, 1200 Land Title Building, Philadelphia 10, Pa.



Smart Grocers Use Balloons...

- To build store traffic ... for openings, special promotions
- To switch traffic to lighter shopping days
Balloons attract Small Fry—their moms and pops come along and buy!
- To decorate their markets
Balloons put shoppers in a gay carefree-spending mood.

Because Balloons...

- are inexpensive, easy to use
- have real toy value as premiums
- carry your imprinted advertising far and wide.

It pays you to write TODAY for samples, ideas, imprint and low cost information to Ad Service Department, The PIONEER Rubber Company, 409 Tiffin Rd. Willard, Ohio.



ROCK ISLAND—MOLINE EAST MOLINE

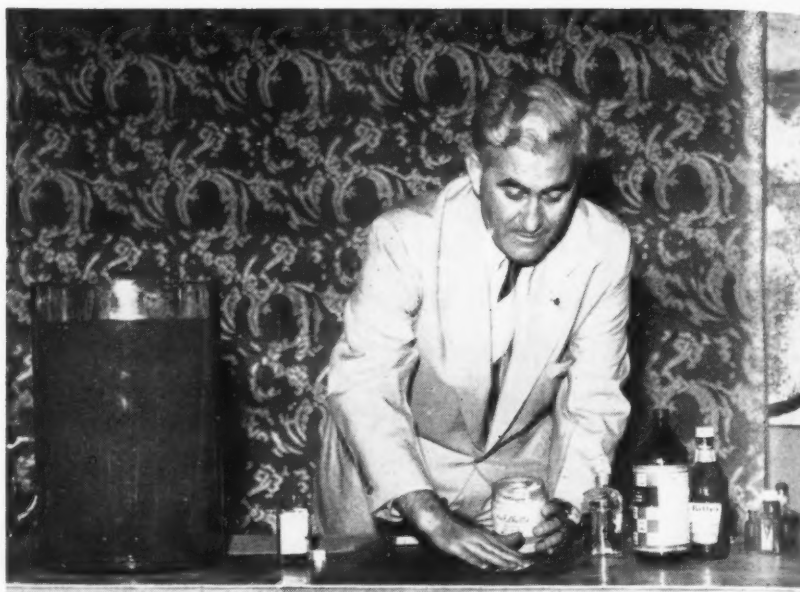
Preferred Cities for Nine Straight Months

THESE are the Illinois side of the Quad-Cities where 57% of the population (240,500) live and buy. You cover these High Spot Cities (3 of the 4 Quad-Cities) when you use The Argus and The Dispatch.



The ROCK ISLAND Argus
The MOLINE Dispatch

THE ALLEN-KLAPP CO., National Representative



PROOF OF CLEANABILITY: Dr. Roy K. Marshall smears mustard, catsup, ink on samples of new saran floor coverings. All stains disappeared with application of soapy water. Other demonstrations showed moisture-resistance, fire-resistance.

The question was whether the widespread use of the monofilaments would take the edge off the new development: application of the fine saran fibers to carpets and decorative fabrics. SY management feared this would create a psychological barrier in the minds of the ladies and gentlemen of the press: Their mental picture of saran might be that of the relatively coarse monofilaments instead of the new fine fibers which, in their crimped form, could not be differentiated from wool except under a microscope.

On the credit side was real product news: Saran Yarns now produces saran fine fibers in commercial quantities, and a number of textile mills now sell merchandise made of them to retailers.

There was still another problem: experimental merchandise such as suitings, coatings, knitted accessories, gloves, hosiery. And Saran Yarns had cooperated with mills in research on military textiles. However, not much of this experimental merchandise had had more than laboratory tests. Durability and field tests for the most part still had to be made. The question was where to draw the line. Should experimental merchandise be presented to the press? If it was presented, would it open up a larger editorial field without having commercial applications to report?

The recommendation of the Joseph Katz Co. was to concentrate on the use of saran fine fibers in carpets and decorative fabrics. It was pointed out that this merchandise was ready for

the consumer market, whereas it might be months before the experimental merchandise would reach the retail stores. The real news was in the new properties which saran could impart to carpets and decorative fabrics; to show experimental merchandise would only scatter the shots. By the time the experimental merchandise is ready for Mrs. Consumer, she will have forgotten about its saran features. Too, it was argued, the premature publicity would, to a great extent, kill the news value when the merchandise did become available. To create a new picture in the editors' minds, it was recommended that the decorative textiles and the fine fibers be swatched.

The final decision was to stage a press preview at the Waldorf-Astoria Hotel—one which would be dramatic, yet would factually present the new merchandise now ready for the consumer market. It was decided, too, to demonstrate the outstanding properties of saran fine fibers; earlier monofilaments would be presented only as "first uses" of saran.

The over-all objective of the preview was to tell the story of the unusual qualities of saran. And SY executives wanted to do this in a conservative way; they did not want to present saran as a miracle fiber, good for whatever ails a fabric, or as a new fiber which would take the place of any existent fibers. Saran, they pointed out, can be used with man-made or natural fibers or can be used alone.

In line with the over-all aim, SY

management decided that the press preview should be informative. Spectacular staging and "gimmicks" would have no place at the preview. Editors, it was pointed out, are busy people who do not attend a press conference for just a show. They seek facts and understanding of the merchandising—what it can do for the consumer. The presentation was planned from this point of view, and this is how it was finally staged:

Three forms of invitations were considered: a formal invitation, an explanatory letter and invitation, a telegram. The telegram was quickly discarded as a subterfuge to attract attention. The formal invitation was chosen in view of the fact that this was the company's first press preview... it would be in keeping with the company's status and with the significance of the occasion.

As plans developed, a blueprint of the exhibits arranged on a floor plan of the Sert Room of the Waldorf-Astoria, looked so interesting that copies were printed and sent to the editors a few days before the preview, reminding them of the date. Many editors commented favorably on the blueprint as a followup, and used it as a guide to the exhibits.

Displays Told the Story

Displays were arranged consecutively, succinctly telling the story of saran. Guests studied the chart of manufacture, which showed in a general way how the basic raw materials—brine and petroleum—finally evolved into saran yarn. In successive order came the powder, pigmented and unpigmented, the fibers and yarns. Following these were display after display of upholstery and drapery fabrics and carpets. One corner was given over to a saran living room decorated by C. Eugene Stephenson Associates. It featured a saran carpet, saran upholstery on the sofa and chairs, saran draperies and curtains and pillow covers.

A number of rugs, woven of 100% saran, from five leading mills were particularly interesting to the editors. The versatility of the saran fine fibers was shown in different weaves: textured, floral patterns, tufted, nubbled and twisted—cut and uncut. All sample lengths of the fabrics were arranged so that guests could examine them at close range. Several rugs were on the floor so editors could get the feel of them underfoot. Most of the drapery and upholstery fabrics were high style, in unusual color and pattern effects.

The preview was planned so that editors made their rounds of the exhibits before the demonstrations of the properties of saran were staged. Dr. Roy K. Marshall, well known scientist, made the demonstrations with informal explanations as he went through them. Both his demonstrations and the questions-and-answers period which followed were held down to about 25 minutes. Each editor went away with a clear understanding of what saran is and what it can do for the consumer. For example, each editor now knows that saran is flameproof and entirely self-extinguishing. Dr. Marshall proved this by igniting a strip of saran and strips of other fabrics. The contrast in inflammability of the various fibers was convincing. After this test it was easy for the editors to understand why the Board of Standards and Appeals of New York City has accepted and approved saran's flameproof qualities.

The spot tests created a lot of excitement among the editors. Ink, cat-sup, shoe polish, etc., failed to penetrate the individual saran fibers—even household bleach left no mark. The spots were easily washed out as the editors watched—and the fabric looked as good as new. Another test showed that saran is not only impervious to moisture, but its fibers are smooth and round; consequently saran cleans easily and is resistant to soil.

To make the demonstrations and round-table discussions as informal as possible, two of them were held about an hour apart. Thus the guests were seated within good viewing and hearing distance. C. B. Branch, a director of The Saran Yarns Co., and manager of the Plastics Division of Dow Chemical Co., presided as moderator of the discussions, referring the questions to SY executives for answers.

Each editor received a kit containing two news releases—one for the consumer press and one for the trade and business press, a fact sheet listing names of the exhibitors at the preview and giving detailed information, and a sample of saran fine fiber.

Was the preview a success? Almost without exception the editors expressed their appreciation of the effort on the part of Saran Yarns executives to give them the information they needed. "You made saran more than just another fiber," one editor said. "Instead of a spectacle you gave us down-to-earth facts. Instead of going away with a 'so-what?' feeling, I have an understanding of saran."

And that of course is exactly what The Saran Yarns Co. hoped to do.

NEW ALL-INCLUSIVE RATES FOR Winter Group Meetings

One rate covers room, meals, golf, swimming (indoor pool), Old White Club, meeting rooms, gratuities to dining room personnel, maids, bellmen on arrival and departure.

\$19 per person, per day, single
\$17 per person, per day, double

November 24, 1952 to March 15, 1953



Organizations planning winter meetings may now enjoy all the advantages of The Greenbrier at rates which include privileges and services separately charged for during the other seasons.

Superb facilities plus an experienced, smooth-functioning staff are the essentials that assure successful group meetings at The Greenbrier. But what makes them outstanding is Greenbrier's overall congenial atmosphere... that intangible something which spells the difference between feeling "at home" and just living in a hotel room. Add the relaxation of Greenbrier's varied sports and social activities plus the rejuvenative effects of the famed sulphur baths, and you can see why The Greenbrier is the ideal spot for winter group meetings.



WHITE SULPHUR SPRINGS, W. VA.

Telephone: White Sulphur Springs 110

Teletype: White Sulphur Springs 166

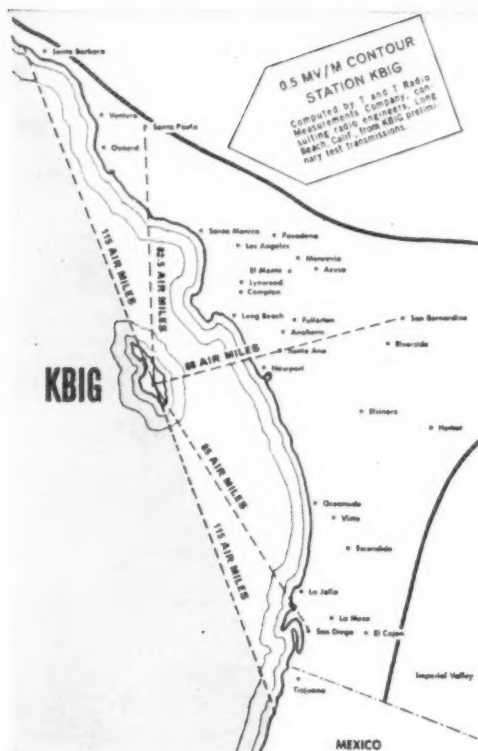
Or Inquire of Greenbrier Offices in:

NEW YORK, 588 FIFTH AVENUE • JU 6-5500

CHICAGO, 77 W. WASHINGTON ST. • RA 6-0625

WASHINGTON, INVESTMENT BLDG. • RE 2642

BOSTON, 73 TREMONT STREET • LA 3-4497



The Wiseacres Said:

"There Isn't Room for Another Radio Station In Los Angeles"

But John Poole challenged their judgment. He borrowed tested research, sales and merchandising techniques from the sellers of tangibles, used them to find his field and open it. So came Station KBIG, now anchored in its market, already happily out of red ink.

Applying the tested rules for new product development and marketing to an advertising medium entering an already "saturated" market has established a firm foothold for California's newest radio station in the Southern California market. The new station was, in fact, out of red ink in its first three months.

Before it went on the air last June 1, KBIG of Hollywood and Catalina Island went about developing its "product" in much the same manner more commonly practiced by manufacturing firms.

Prophets of doom said radio was washed up in the intensively covered Southern California market, already saturated with the impact of television. Certainly no one would dare enter the Greater Los Angeles area with a new radio medium, adequately served for many years by 22 radio stations and now seven TV stations.

But radioman John Poole, a youthful 35 years, was daring enough to refuse to listen to such talk. He jumped into the California broadcasting picture with something a little different to offer, creating a "product" tailored to fit listener needs, and promoting it to the hilt. Results are already beginning to show noticeably though the "baby" isn't even full term as yet. In its third month the fledgling showed a profit of "several hundred dollars" and "several thousand" in its fourth month—unheard of in red-ink-stained radio annals.

Despite the advice of pessimists who could see no chances for either audience or business in the area for still another AM station, Poole took a note from modern research tactics and early this year set out to learn if there was something wanted by the listening public, which represented a niche not already filled by other well-established stations. He had a hunch he'd find one which would enable him to develop his product—the medium of radio—to meet that need. But it would take some groundwork.

Using a selected audience of 5,000 as a test group, Poole surveyed them as to what type of radio, programming, not then available from competing mediums, would interest them.

The overwhelming answer was music—"middle of the road music," according to the station's commercial manager, Bob McAndrews—music that was not swing, bebop, or the weeping and wailing style now the fad. "Just plain popular music, with emphasis on the standards," McAndrews explains. "And flavored with just enough news to inform without getting analytical."

This pattern was adopted: day-long music except for a five-minute newscast every hour, and no commercials back to back, always music or talk between them.

Well and good—McAndrews knew then that he had a programming schedule that would get and hold an audience. The product was beginning

to take shape. But there was additional research—engineering research—before plunging onto the airwaves. That concerned two make-or-break factors:

1. Technical quality of the signal being broadcast.
2. A set of those elusive creatures—sponsors.

In heavily exploited Hollywood and Los Angeles, the latter might at first glance seem virtually unattainable.

Poole and his staff solved the problems with a double-barreled approach which combined the two. With his engineering background, Poole was familiar with the fact that salt water strengthens a radio signal because it's the best conductor, and that the ideal location to establish a radio transmitter is in a channel.

Other stations around the country's coastlines had gone to great lengths to build artificial islands on which to mount their transmitters. However, Los Angeles presented no problem, since at an ideal distance out from shore lay the Santa Catalina Island playground. Why not a station on Catalina? And consider the promotional value, too?

No sooner said than done! With the advantage of the salt water strip between it and the mainland, KBIG's 10,000-watt signal soon outreached some mainland 50,000-watters. Exhaustive tests were conducted to measure the broadcast signal with engi-



NO SOUTH SEA ISLE . . . but a glimpse of a remote Catalina beach with a KBIG engineer, Gordon Calcote, who covered the island by jeep measuring signal strength for reports to the Federal Communications Commission shortly before the station received the license to start broadcasting.

neers going by boat, horseback, jeep and by foot to amass a "profile" of the station's coverage, which would be an important sales point.

KBIG's natural potency was revved up with the addition of a directional antenna, a sort of screen which, in McAndrews' words, "beams the signal inland like a searchlight, instead of in all directions like a floodlight." Test signals covered an area ranging along the coast from 40 miles north of Santa Barbara, down 100 miles into Mexico, and inland as far as California's Imperial Valley region.

A minor problem which had to be solved before setting up the transmitter was how to obtain an unused frequency and call letters. The FCC granted a dial spot of 740 kilocycles shared with a San Francisco station that has it exclusively at night, when KBIG goes off the air. Poole searched for suitable call letters which would pinpoint the new station in the minds of listeners and obtain maximum recall and impression right from the start.

Coverage would be extensive, Poole reasoned, so why not the word "BIG"? These letters were allotted



BIG DAY, BIG DEAL: On June 1, the day KBIG first went on the air, John H. Poole (right), the station's owner-manager had two—correction, three!—reasons for passing out jumbo cigars. Station's debut was somewhat incidental to the arrival of Poole's twin girls. On the receiving end: Stu Wilson, KBIG's production manager.



A CONTEST to guess KBIG's measured coverage was won by Jack Gale, (center) manager of Paul Raymer Co., radio and TV station reps. (but not for KBIG). Making the presentation (a watch) is Bob McAndrews, KBIG commercial manager. At right: Jack O'Mara, account executive, John I. Edwards & Associates, Los Angeles, ad agency for KBIG.

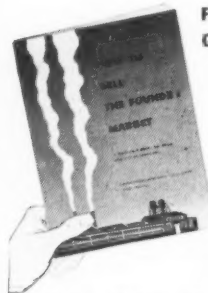
to him and thus a natural product name "KBIG" was born. It would be easy to familiarize the radio public with these dramatic letters, something which would have to be constantly hammered away on in trying to give a new baby a big voice in a competitive market.

With its unusual range for the strength of its signal, KBIG had an advertising advantage from the start—which it has exploited shrewdly. Realizing that the Southern California region had a natural commun-

ity feeling, it began to seek sponsors from the entire area—the "California Community" as it has been termed by the station. (The station even has one Mexican sponsor.)

In addition to out-of-town advertisers, KBIG salesmen in the Los Angeles metropolitan area concentrated on the "cold-turkey" type of call. "We went to people who had never used radio advertising," McAndrews says, "and we found a huge untapped market." They included grocers, financial institutions, depart-

IF YOU WANT TO SELL FOUNDRIES— USE THESE AIDS



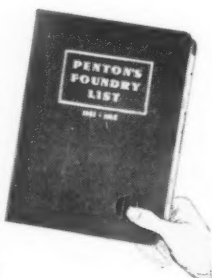
FOUNDRY MARKETING GUIDE

Contains an *Atlas* section defining the concentration of foundry capacity, production, and employment in 96 marketing areas. Has *State* section devoted to analysis of foundry capacity and employment in each

of the United States and Provinces of Canada. Includes comprehensive list of Foundry Supply Houses and Agents. An outline Foundry Market Area map facilitates user-analysis of own sales potentials.

PENTON'S FOUNDRY DIRECTORY

A geographical listing of all foundries giving names, addresses, metals melted, melting equipment used, and departments operated. It lists every one of the more than 5,000 foundries in the U.S.A. and Canada. Cost, \$75.00.



FOUNDRY DATA FILE

"This is The Foundry Industry" presents new facts about this market, its growth, its future and its coverage by FOUNDRY. Complete information

on circulation, readership, editorial, and mechanical details. A must for every media file.

Please send me:

- ☐ Foundry Marketing Guide (free)
- ☐ Penton Foundry List (\$75)
- ☐ Foundry Data File (free)

Name _____

Company _____

Address _____

City _____ State _____

NBP

CCA

FOUNDRY

A Penton Publication
Penton Building
Cleveland 13, Ohio

ment stores, hotels and restaurants, travel agencies and movie theaters. The romantic, get-away-from-it-all reputation of Catalina helped to sell time, because listeners were rightly figured to be favorably disposed to the resort island where so many had vacationed. "They were naturals for aviation, steamship, and bus advertisements," McAndrews added, "since the mere mention of Catalina put them in an escapist frame of mind."

41 Early Birds

So while the majority of other station salesmen knocked each other over calling on the same "easy sale" prospects, KBIG salesmen called on "this virgin territory off the beaten track" and got results: Through a single salesman hired two months before airtime and three more one month before airtime, KBIG had 41 sponsors lined up before it went on the air.

As added bait, a charter rate was offered, knocking off 15% from time costs for charter sponsors. A unique feature of sales promotion was a salute to all sponsors and their agencies, each mentioned in free spots several times during the station's "Preview Day," June 1.

In addition to its novel approach in looking for new business, KBIG tried a new twist in finding salesmen. The time-honored method of getting good radio time salesmen is to hire them away from other stations, which does not promote good will among stations. KBIG tried to hire men with no radio time sales experience. One salesman—a top notcher—came from a Los Angeles newspaper advertising department with a good following among retail accounts. Another one came from an advertising agency. Only one had previous radio sales experience. All three were assigned to the fields from which they had come, and all three made good from the start.

Believing the salesman would be an important cog in the station's wheel of fortune, KBIG backed each salesman up with personal letters from the sales manager to the salesman's prospects, with a short biographical sketch and a photograph of the salesman, plus a rundown on the type of account he was most experienced in servicing. This went over so well that the station was peppered with complimentary telephone calls and letters from agencies and prospects.

Every available advertising medium, including time on rival radio and TV stations (only five were brave

enough to sell them this), was purchased to herald KBIG's debut the first week in June. Display space was bought in all 50 Southern California daily newspapers. The *Los Angeles Times* produced a special insert with KBIG supplier advertisers and dedicatory pictures and editorial material. A continuing contract was initiated with a full page in the weekly Southern California listener fan magazine, *TV-Radio Life*.

On June 15 a 12-month outdoor advertising campaign on the 24-sheets of Foster & Kleiser was launched, featuring a housewife listening to a kitchen radio and a motorist listening to his car radio, with copy along the lines of "Music You Like, with Just Enough News. KBIG, 740 on your dial, the Catalina station."

The station went on the air with day-long programs for five days preceding its opening, using the period to build up an audience through dial sampling and word-of-mouth. Listeners were invited to write reports of KBIG signal reception in their areas.

Additional sales promotion, still continuing, embraced more orthodox measures such as space in national and regional sales, advertising, and radio publications, and direct mail to more than 1,000 national and local agency time-buyers and local advertisers.

It seemed to KBIG officials that most of their listening audience, wanted to work for the station. Employment statistics for the new station read like this: Announcers-producers, 483 applied, from every state in the union, 88 auditioned, only 6 hired. Salesmen, 24 applied, 5 hired. Secretaries, 31 applied, 5 hired. Engineers, 53 applied, 5 hired.

Search for a "Rep."

To find a national sales representative, KBIG executives proceeded in the same cautious way in which they chose salesmen, programming and location. They first looked for men who were operating as station representatives, eliminating the group who already had competitive stations. They wrote the others to see if they would be interested in KBIG.

Then they checked a half dozen stations represented by the remaining few and ran a confidential poll of 100 top time-buyers in agencies around the country to rate the final group. This provided a factual check on these representatives. Finally, a selection was made: Robert Meeker & Associates, Inc., was chosen.

In addition to regular advertising, a barrage of promotional stunts has

been employed. A list of 1,000 key prospects are usually on the receiving end. Examples:

1. When the station went on the air it emphasized the conductivity of salt water with 1,000 one-pound boxes of salt water taffy for gifts. "It's not a lot of taffy when we tell you salt water not only makes good candy, but good coverage," read an accompanying tag.

2. Just before it took to the airwaves, KBIG ran a contest which was open only to advertisers and agency men to guess how many square miles would be in its coverage area. This got the attention of a group of prime prospects who, through the contest, would become aware of the station's assets advertising-wise. Facts given were its location, power, and frequency. Three Chronograph wrist watches (stop watches), prized in radio for split-second timing, were awarded. The mailing list of contestants has been used for subsequent stunts, as well as to provide initial publicity.

3. A ceramic ash tray in the shape of the state of California with KBIG's location lettered on it.

4. A card case with the station's call letters on it.

5. Visiting Firemen Club cards, inviting the addressee to use KBIG's Hollywood office for business when in town. "Club management guarantees freedom from conversation with salesmen who are chained in separate offices," says the card.

6. A bottle of red ink, titled "Surplus Red," mailed out when the station went into the black in only its third month of operation. "The red ink will not be needed," said a brief note. "Maybe you have a friend behind the Iron Curtain you'd like to pen a note to." This was perhaps the most attention-getting gimmick of all.

7. The Hollywood offices happened to be owned by Edgar Bergen and the station "got a lot of mileage" out of a show showing Poole and Charlie McCarthy signing a lease.

8. When Poole's wife presented him with twin girls the day before the station went on the air, KBIG passed out foot-and-a-half-long cigars, in honor of the twins and the "twin station" (Hollywood and Catalina studios).

9. The station owns a 40-foot Chris-Craft express cruiser, "The LaBelle," first used as a floating studio to run the signal tests. It has come in handy for special events coverage.

An off-shoot of this was that the guests and staff caught so many albacore, a species of tuna, that they are being canned and labeled for presentation as Christmas gifts this year. The label reads: "LaBelle Brand Tuna, especially caught for you by John Poole and staff members of KBIG."

10. The station's 6'10" disc jockey, Carl Bailey, stationed at the Catalina studios (where more than 51% of programming originates to maintain the location) has become a local personality. His show, "Mr. Big Meets the Boat" is a big local event. He is billed as "the world's tallest disc jockey."

A Bow to Competition

In addition to the foregoing promotions, KBIG set a new precedent in intra-industry relations when it started to sign off at sunset, by suggesting that its listeners tune in to some other show on another station, plugging six stations a night, rotating the stations mentioned. This approach gained a "welcome to the airwaves" plug from a good many other stations.

The initial show was marked by drop-ins from a wide variety of Hollywood celebrities, which started them off with a good audience. To keep this audience, the station has instituted a "listener-trap." Most stations give their station breaks at exact hours, half hours or 15-minute intervals, and bored listeners, switching their dials, usually hear nothing but a succession of call letters and commercials. Changing all that, KBIG, with the help of a special clock banding each quarter hour and a minute on either side in red, sends forth nothing but music in that two-minute period, when all other stations are giving station breaks. This device, KBIG feels, has caught a good many casual listeners who later become regulars.

Additional advertising and promotion is handled through the station's advertising agency, John I. Edwards & Associates, Hollywood, with Jack O'Mara as account executive.

With its formula for programming, technical excellence and unique advertising ideas, KBIG seems to be proving once again that even the most seemingly overloaded industry always can make room for a new participant with sound ideas and imagination.

HOW MUCH?



do you COUNT 'EM or WEIGH 'EM?

Experts consider perfection, color and weight—as well as number—when judging diamonds.

Wise advertisers too, not only "count noses" but weigh and evaluate the quality of a magazine's circulation.

In its field, I & P leads—with exacting circulation methods that pre-select the key executives and engineers* you want to reach—in all the important plants!

*Over 38,000 total

I & P **INDUSTRY and POWER**
Established 1920
420 Main St., St. Joseph, Mich.



FORD NELSON

One of WDIA's many famous personalities

Omega Flour Joins the Parade To WDIA, Memphis!

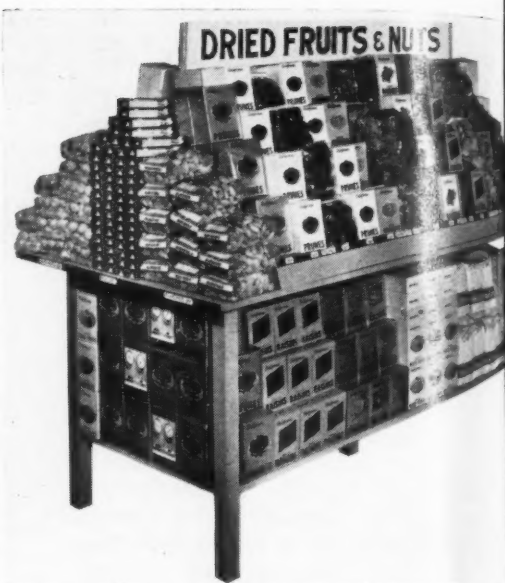
Yes, Omega Flour has started a 52-week contract of 5 quarter hours weekly on WDIA—and so another famous advertiser takes advantage of WDIA's complete dominance in selling to the great Negro segment of the Memphis trade area (439,266 Negroes in WDIA BMB counties). Join the list of national advertisers that includes Bayer Aspirin, Wonder Bread, Jello, Camel Cigarettes and many more blue chip brands. Get full facts today!

HOOPER RADIO AUDIENCE INDEX										
City: Memphis, Tenn.					Months: July-August 1952					
Time	Sets	WDIA	B	C	D	E	F	G		
T.R.T.P.	11.9	24.5	20.1	17.2	15.2	10.3	9.2	7.3		
Note: WDIA's share Saturdays 24.2 Sundays 30.6										

MEMPHIS **WDIA** TENN.
John E. Pearson Co., Representative



THIS IS THE "UTILITY": It's designed for use in stores doing an annual volume between \$75,000 and \$250,000. It can be used in the produce bin, on top of a produce table, or on a small table alone, near the fresh vegetables and fruits.



THIS IS THE "PYRAMID": it's for stores with annual volume less than \$75,000. One end-space recommended for figs and nuts, other for specials.

When the Little Dealer Says, "What about Me?"

Point-of-purchase units designed for the big fellows—and tested with excellent results—have now been adapted for stores doing \$75,000-\$250,000 yearly. Object: to get dried fruits displayed with fresh fruits and vegetables.

Based on an interview with L. B. ("DEAC") WILLIAMS
Director, California Dried Fruit Research Institute

Small grocers now can double and treble sales by displaying dried fruit with fresh fruit in two new display fixtures devised by the California Dried Fruit Institute.

A year ago, a merchandising plan developed by the Institute* increased profits for the larger food retailers—super markets and chain stores. These retailers had ample display space to provide shelving which would hold from 1,200 to 1,400 packages of dried fruit in eye-catching mass display. Today, small food retailers can increase sales by using similar display principles.

*See "Store Tests Prove Proper Display Key to Doubled Sales on Dried Fruits," SALES MANAGEMENT, Sept. 1, 1951.

The space problem of the small grocer was studied by the Institute. "We found," says L. B. ("Deac") Williams, director of the California Dried Fruit Research Institute, San Francisco, "that quite a few stores, although progressive and anxious to adopt successful merchandising techniques, don't have enough space in or facing their produce departments to accommodate the 10 to 12 foot shelf fixture which we recommended in our original plan."

The Institute designed two display models, and blueprints and instructions were made available without charge to small-store operators.

The Institute plan for merchandising dried fruit recommends that

stores (1) stock a complete line of dried fruit and nuts, in cartons and visible packages; (2) locate displays in or facing the fresh fruit section where the housewife looks for all fruits, fresh or dried; (3) arrange displays for full-color contrast for striking eye and appetite appeal.

Several thousand grocers who adopted the plan last year before the new crop season started were surprised by tripled and quadrupled sales of dried fruit and nuts. This applied equally to grocers who had previously sold substantial quantities of these.

"This season," Williams says, "approximately 75,000 grocers will have the plan in operation for the new crop season, including nearly all super markets, most leading chains, voluntary and cooperative groups, and thousands of progressive independents." A number will use two new displays designed by the Institute.

The displays are called the "Pyramid," and the "Utility." The first is for use in stores which have an annual sales volume of approximately \$75,000 to \$250,000; the second for stores with an annual volume under \$75,000. Says Williams: "The classification is arbitrary, but it fits better than such classifications as 'large,' 'medium' or 'small' stores."

The "Pyramid" (see illustration) compactly displays a full line of dried fruit and nuts with colorful effectiveness. It measures 72 inches across by 34 inches wide, takes up 17 square feet only. Topped by a large section sign, it stands 57 inches high. If the sign is carried on side facings the

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At your age!

If you are over 21 (or under 101) it's none too soon for you to follow the example of our hero, Ed Parmalee, and face the life-saving facts about cancer as presented in our new film "Man Alive!". You'll learn, too, that cancer is not unlike serious engine trouble—it usually gives you a warning:

- (1) any sore that does not heal
- (2) a lump or thickening, in the breast or elsewhere
- (3) unusual bleeding or discharge
- (4) any change in a wart or mole
- (5) persistent indigestion or difficulty in swallowing
- (6) persistent hoarseness or cough
- (7) any change in normal bowel habits.

While these may not *always* mean cancer, any one of them should mean a visit to your doctor.

Most cancers are curable but *only* if treated in time!

You and Ed will also learn that until science finds a cure for *all* cancers your best "insurance" is a thorough health examination every year, no matter how well you may feel—twice a year if you are a man over 45 or a woman over 35.

For information on where you can see this film, call us or write to "Cancer" in care of your local Post Office.

American Cancer Society



MAN ALIVE! is the story of Ed Parmalee, whose fear weakens his judgment. He uses denial, sarcasm and anger in a delightful fashion to avoid having his car properly serviced and to avoid going to a doctor to have a symptom checked that may mean cancer. He finally learns what a difference it makes (in his peace of mind and in his disposition) to know how he can best guard himself and his family against death from cancer.

TO ALL MANUFACTURERS AND DISTRIBUTORS of Residential Construction Materials and Related Products

Announcing an important research study:

"FORECASTING RESIDENTIAL CONSTRUCTION ACTIVITY, BY STATES, 1950-1960"
FOR USE IN SETTING SALES QUOTAS.

The study describes a technique of forecasting residential construction, based on an intensive analysis of new Census data which reveals which states can be regarded as "overbuilt" and which states are "underbuilt". Forecasts are then presented for each state for the years 1955 and 1960, and in the Appendix we indicate how corresponding forecasts may be made for any single year between 1950 and 1960. The study took several months to prepare, and in our estimation offers one of the most useful analytic tools ever applied in a marketing research problem.

The report arose as a result of the

many letters addressed to the editors of SALES MANAGEMENT MAGAZINE, for whom we prepare the Annual Survey of Buying Power, asking for data that would enable manufacturers of construction equipment and related products to set sales quotas in accordance with regional growth trends in residential construction.

The report, running to twenty pages, plus three charts and a statistical appendix containing about fifty columns of data, completely covers construction activity in the forty-eight states and District of Columbia. For details on costs, etc., write to

MARKET STATISTICS, INC.

Research Consultants to Sales Management
432 Fourth Ave., New York 16, N.Y. MU-4-3559

**We publish a newspaper
that sells a market
of 1½ million people
with 2 billion dollars
to spend**

**our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa**

Omaha World-Herald

O'MARA & ORMSBEE, National Representatives

251,539 Daily—257,164 Sunday (ABC, Publisher's statement for Mar. 31, 1952)

height can be reduced to 51½ inches.

The display is four-sided. The two large sides provide space for a full line of dried fruits. One end space is recommended for extra figs and for nuts, the other for seasonal or price specials. On a deep shelf below there is ample storage space for reserve stocks, or for display of over-size bags of fruits and nuts. Either a step-back display, which holds 500 packages, or a solid display which holds 700, may be made. The storage shelf holds 600 to 700 packages.

The "Utility" displays a representative line of dried fruit and nuts. It can be used in the produce bin, on top of a produce table, or on a small table by itself, facing or adjoining produce. Set into a fresh fruit display it stands out attractively. Tilted so that the visible packs may be stacked without slipping, it presents a sizable eye-arresting surface. The "Utility" measures 30 inches across, 22 inches deep, 22½ inches high. It occupies less than 5 square feet, holds approximately 250 packages.

Displays Tailored to Needs

The larger fixture—the "Pyramid"—can be built with a \$30 materials outlay, \$40 if it is constructed with a table base. The "Utility" costs approximately \$10 for materials. With the aid of blueprints and instructions furnished by the Institute, the grocer easily can build the fixtures himself, or can have them built.

The selective manner in which the Institute makes available the fixture designs is an indication of the thoroughness of its merchandising help to retailers. Mass or haphazard distribution of blueprints by packer representatives, brokers or wholesalers is not permitted. Williams explains: "Distribution is highly selective. We try to fit the right fixture to each store so that the grocer will be assured the greatest possible sales and profit per square foot."

The Institute is convinced from results to date that no grocer who has space to accommodate the idea 8-10- or 12-foot shelf fixture recommended in its original plan should be satisfied with the "Pyramid" fixture. Similarly, it points out that grocers should not try to get by with the "Utility" if they have enough space to install the "Pyramid." It stresses the fact that sales and profits of dried fruit and nuts will be largely proportionate to the amount of space the grocer devotes to their display.

"This is not dictated by a desire on our part or on the part of the

industry to sell a grocer a big stock of dried fruits," Williams emphasizes. "It is a perfectly logical proposition. The large shelf fixture used in our original store tests holds from 1,200 to 1,400 packages of dried fruit. It has the attention-demanding eye appeal of mass display, and convinces the consumer that dried fruit is an important line in a major store. The fixture gives the retailer room for a complete stock, eliminates the possibility of any customer having to look elsewhere because she could not find what she wanted."

In certain cases it recommends that retailers use the "Pyramid" fixture, in addition to the regular large shelf fixture in the produce department. This works effectively in stores with a great deal of space; it enables them to give added play to dried fruit during greatest selling periods. Many stores are carrying out this idea. For example, American Stores in Wilkes-Barre, Pa., designed a fixture similar to the Institute's "Pyramid" to augment their regular display at peak selling times. Another group, the Andrew Williams (Mayfair) Stores, go a step further. They use displays across produce tables 12 feet long by 4 feet wide to augment regular dried fruit displays for special promotions.

The Institute uses this intensified merchandising aid and guidance at point-of-purchase. And the dried fruit industry is organizing a collaborative promotional effort which this year should make most people conscious of dried fruit. Starting in October, substantially more than \$1 million will be spent on consumer advertising for California dried fruit. Participants in the program will work through an advertising co-ordinating committee. The group consists of the California Prune Advisory Board, The California Raisin Advisory Board, the California Fig Institute, the Dried Fruit Association of California, the California Dried Fruit Institute, and brand advertisers. The program will include advertising in newspapers, consumer magazines, Sunday supplements, radio, television, and point-of-purchase display material.

Offer New Display Kit

In previous years the Institute discovered that advertising without point-of-purchase merchandising is partially effective only, and in some cases wasted. It therefore offers dealers a point-of-purchase display kit to help them to tie in with the adver-

tising program of the institute.

The kit can be used with any of the displays described. It consists of a full-color 11 by 28-inch banner which illustrates 5 food dishes which use raisins; another 11 by 28-inch full-color banner which shows 4 appetizing ways to use prunes; an 18-inch circular piece in red and white which features "New Crop dried fruit now in," and points out that dried fruit is "Today's best buy." The pieces have been designed so that the circular piece and one banner (41" across 22" high) may be used together. Or each piece may be used separately to provide dried fruit reminders in different parts of the store.

Since the illustrations do not show dried fruit alone, but in combination with other foods, they give the housewife welcome menu ideas. Thus they promote sales of related food items.

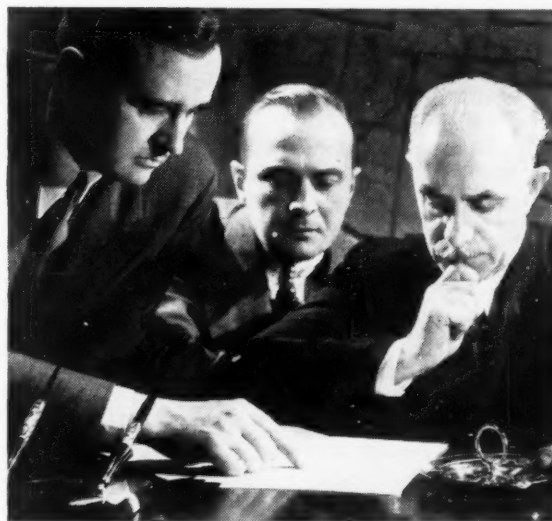
Small grocers are responding as eagerly to the modernized technique for promoting dried fruit as did the larger super markets and chain groups which first tested the technique. In proportion to their volume, these stores will show results as surprising as those of the bigger stores, Williams believes. Hundreds of successful reports in the Institute's files confirm this belief.

What Every Sales Executive Should Know About Long Distance Moving!

Everything's planned on paper . . . before anything's put on the van. That's how United Van Lines *Pre-Plans* every move.

Your personnel are certain that their precious possessions will be properly packed and moved—in United's clean, @Sanitized vans.

Have your next executive or employee move *Pre-Planned*. Call your United agent, listed in the classified phone book.



WHAT WILL THE MOVE COST?

Write for FREE United Rate Calculator . . . it will help you determine moving costs. We also send a United Moving Kit, containing many helpful moving hints.



UNITED VANS EXCLUSIVELY ARE @SANITIZED FOR YOUR PROTECTION

Mail this handy coupon today, without obligation

United Van Lines, Inc.
St. Louis 17, Mo.

3225

Without obligation, please send free Rate Calculator and Moving Kit.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ STATE _____

United VAN LINES, INC.

Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada

Leasing: Key to Introduction Of Fairchild's Scan-a-graver

(continued from p. 25)

and state lines. The size of an area was governed by the number of prospects and by traveling conditions. County lines were the periphery and the Service Center was established in a small town as near the geographical center of an area as possible.

Only 2 or 3 of these areas were opened in each district at first. These were determined by installation commitments which we'd made before the machine was ready. We suffered some

terrible growing pains at this time. In the first 6 months, 15 Service Areas were opened. We started from scratch by hiring men, training them in 6 weeks, organizing facilities for each Service Center, and getting them into the field where installations were waiting.

The program could never have been the success it is, considering the necessary lack of a sales force, without these men whom we hired with definite sales qualifications in mind. Their ability to service the accounts, to operate independently and responsibly, and build favorable relations with customers and prospects was the first requisite. However, we wanted men who had sales potential as well.

Realizing that it would be at least 2 years before we could afford a separate sales force, we planned to train the servicemen to sell well enough to increase the installations in their respective areas. Before we could ever afford a sales organization, the program had to show a profit and the only way to show a profit was to build each area so it was at least paying its own way.

Our service manager, George Arnold, has an uncanny talent for spotting a man's ability and his choice of servicemen with sales potential has proved itself by 80%. Some of them who were doing service work in 1949 are now on full-time sales.

We spent the first year of the program make-doing with our rapidly expanding service organization. After an area serviceman had installed the initial machines, he would be charged with the responsibility of selling the Scan-a-graver to other newspapers in his area. Since he had few machines at the outset, and because he had long distances to travel in doing his service work, he had time to visit newspapers en route.

The difficulty with this sales plan lay in the subordination of sales to service work. It was working well enough to increase the number of machines in most areas, but the pace was slow. And as an area man installed more machines, he had less time to sell and more service work to do. It was impossible to guide or control sales time because the primary responsibility was service.

Pioneer Scan-a-graver installations were our best salesmen. They were made by publishers and editors who are the first to grasp the significance of new developments in the field and

they are the first to try them. It was a group of these publishers over the country that helped us launch our program, and they kept the steam up by bringing their experience to the attention of other newspapers.

Some of these publishers actually went on the road and sent in signed contracts. Others invited newsmen to see their installations and many of them carried on lengthy correspondence on how the Scan-a-graver was working out.

Press association meetings gave us our greatest opportunity to sell. Even now we feel that more sales work can be accomplished in the few days of a



For sales, advertising presentations. Opens quickly for desk-top use. Very compact. Easy to carry. Folds flat. Each clear plastic envelope takes two presentation sheets back to back. Ideal for fast-moving, straight-to-eye sales story. Very economical.

Call or write for salesman
... descriptive folder



SELL NEW HAVEN

As the leading wholesale distributing center in Southern New England, typical New England conditions prevail for complete testing problems.

... and you can

SELL NEW ENGLAND

New Haven's wholesale factors are fully acquainted in all New England.



The New Haven Register

Represented Nationally by
Julius Mathews Special Agent

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trade convention than can be accounted for in any other single sales effort. The Scan-a-graver is an ideal machine for demonstration at any sort of newspaper convention. It is comparable to office type equipment and as such can be displayed at meetings where press, composing, and other heavy equipment would be out of place.

The Scan-a-graver became the latest word in newspaper equipment parlance. At these conventions we would notice a publisher paying particular attention to the machine, asking a few pertinent questions of our men, resisting his enthusiasm to buy, and later talking seriously in a corner with fellow publishers. We could usually bet with the odds in our favor that we would receive a signed contract from that publisher within three

months—yet, we would not have made a direct sales presentation.

In the first year of the Scan-a-graver program, we didn't buy an inch of advertising space. Neither did we make a definite bid for publicity—beyond the usual new-product releases. Our direct mail advertising consisted of 3 form letters.

This apparent lack of planning and activity in elementary sales promotion, again, reflected our belief that we would not have to "sell" the Scan-a-graver. Actually, there was no point in advertising and little reason to originate publicity material. We enjoyed—and still have—a very favorable press.

Besides, we had our hands full trying to keep up with inquiries and didn't want to stimulate the market any further until we had the personnel and time to follow up.

Our "day of awakening" came in mid 1950. Along about that time we all agreed that we would have to have a sales force and selling aids if the Scan-a-graver program was to be a success. We were wide awake to the facts. We had established a country-wide system of service areas, but only one or two contained enough installations to operate profitably.

The cream had been skimmed and it wasn't as thick as we'd been led to believe it would be. The industry-wide desire for the machine had been keen enough to allow us to establish our national service organization which was the skeleton structure for the program, but after over a year of waiting for the sales to be made by themselves, by our users, and by our servicemen—we knew we had to start selling.

In April, 1951 we started the second phase by hiring a sales manager, Harry Ellis, Jr., formerly with a newspaper mat service. His first assignment was to teach our servicemen how to sell.

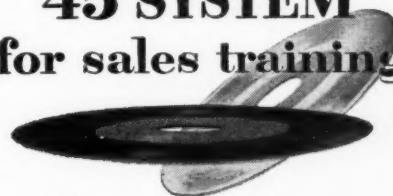
As the sales training program got under way most of the service-salesmen turned enthusiastically to the new organization for help. It was impossible to bring them to New York, because of their service responsibilities, and we hadn't the staff to send a training team into the field for an intensified sales training course. Consequently, we had to rely on sales bulletins, correspondence, semi-annual training meetings and some sales help in the field.

With the bulletins we tried to supply good samples showing how the Scan-a-graver was being used in news and advertising, brochures, booklets, etc.

We had prepared a catalog when we first introduced the Scan-a-graver,

but there was no other literature until this period. One basic tool that was needed was some kind of visual presentation. Our newly retained advertising agency developed a flop-over easel presentation which visualized our main selling points. This presentation, along with a sales kit, gave each serviceman the basic tool for opening his sales talk. Very soon each of them learned to depend less and less on the presentation and more and more on fresh material which they gathered from newspapers in their respective areas.

NOW the RCA VICTOR '45' SYSTEM for sales training



Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

Ask us, too, about "45's" successful direct-selling applications—ideal for special, on-the-spot promotion stands.

Contact your nearest RCA Victor Custom Record office today!

630 Fifth Avenue
Dept. S-110, NEW YORK 20
JUdson 2-5011

445 North Lake Shore Drive
Dept. S-110, CHICAGO 11
WHitehall 4-3215

1016 North Sycamore Avenue
Dept. S-110, HOLLYWOOD 38
Hillside 5171



custom
record
sales



RADIO CORPORATION OF AMERICA
RCA VICTOR DIVISION

ASTOUNDING!



Only 5 cities in the
United States have
Sunday newspapers with
circulations larger than
**MINNEAPOLIS SUNDAY
TRIBUNE**
620,000
in the Upper Midwest!

One ad brings 'greatest demand in our history'

That's what one advertisement did for S. Rudofker Sons, Inc., largest U.S. manufacturer of men's formal wear.

The full-page ad—for a dinner jacket—ran in the "Report on Men's Wear" supplement to The New York Times Magazine. It was part of a consistent campaign run in The Times Magazine for over two years.

David Wermen of Rudofker's advertising agency—Harry Feigenbaum of Philadelphia—tells what happened:

"The very next day we received hundreds of telephone calls from consumers. Saks-34th St. called—Bloomingdales, J. P. Carey, Franklin Simon, Gimbel Bros., John Jarrell...all wanting rush deliveries.

"For days and weeks after, letters from consumers poured in from all over the country. *In short, this page produced the greatest demand in our history.*

"We maintain a two-hour delivery service to any store in the country... within two hours of receipt of any order, the merchandise is on its way. However, we had to write our customers that we would be unable to ship for two or three weeks."

You can get this same kind of business, volume business—no matter what you sell. With The New York Times on your list for 1953, you'll see why The Times has been the advertising leader in the world's leading market for 33 years.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

Our advertising manager and the agency launched a campaign in the newspaper business press in the summer of 1950. From the beginning we have used a testimonial-picture-story technique in our advertising. We knew we wouldn't have to tell many publishers and editors: "The Scan-a-graver Is Great." They already knew that. We had to tell them: "This Is How The Gazette . . ." and we'd illustrate the benefits with testimonial evidence.

Our greatest selling problem became painfully clear to us about this time. Somehow we had to make newspapers increase their use of pictures and thereby increase their engraving expenditure, so they could see the economics of the Scan-a-graver. We had to prove that it is profitable for them to use more pictures.

As the focal point for an educational program to be carried out by salesmen, advertising, and publicity, we decided to publish a magazine designed to be used as a guide or handbook on picture usage. This quarterly, IMPRESSIONS, is now found on desks of 6,000 editors, advertising managers, and photographers.

IMPRESSIONS is a "how-to" magazine. Not how to use the Scan-a-graver, but how to use pictures. In fact, we have a rule against using the name Scan-a-graver in IMPRESSIONS. The idea, of course, is to establish the magazine as an authority on picture usage—and not as an advertising medium for our product. This editorial slant fills a void in publishing literature. It is helpful to publishers, advertising managers, editors, photographers, and mechanical superintendents alike.

Door Opener

The magazine became one of the sales-servicemen's favorite selling aids. While prospects are added to the mailing list on their own request, or by order of one of the sales-servicemen, IMPRESSIONS became a door-opener for most representatives. At least 4 times a year they have a good reason for visiting a prospect so he can have the latest copy of IMPRESSIONS. Once in the prospect's office, the magazine's contents become the point of departure for another sales pitch. It's a good start because the prospect feels our man is there to do something for him—not to sell him a Scan-a-graver.

Until this summer, this was the setup. We continued to help the servicemen sell through new sales aids and sales bulletins. We continued our business paper advertising and in-

stituted a direct mail program. We worked harder at publicity. National, regional, and state press association meetings were still to the forefront of our sales effort. And, we had more sales meetings.

We did, however, add 2 new functions to spark sales: We tried a sales contest. It worked.

We hired our first full-time salesmen. The function of the district sales supervisors was to work in the field with our service-salesmen who needed sales help most. However, one such man couldn't do too much with one-fifth of the country to cover. So we hired, trained, and sent out 2 full-time salesmen. This was an experiment and it was the first time since the beginning of the program that we had anyone doing full-time sales work in the field. These men were sent into those areas where our sales were the weakest. They did not attempt to train the area man, as did the district sales supervisor, but they traveled the area along with the sole purpose of selling the Scan-a-graver.

Needed: Full-time Salesmen

We learned a lot from this experiment. The first lesson was one we were already suspicious of: We had to have men doing full-time on-the-road sales if we were to expect the business to come in at a regularly increasing rate. But, we weren't convinced that the men we had doing this work were the best type for the job. They were good salesmen but had no experience with the Scan-a-graver—or with newspapering.

One school of thought at Fairchild insists that the best men to sell the Scan-a-graver are those with a service background. These men, it's argued, are better acquainted with newspaper problems and are quicker to estimate a prospect's true situation because of experience in servicing many accounts. Further, the serviceman's technical knowledge of the Scan-a-graver and printing processes make him an expert welcomed into any newspaper plant.

We had to have another experiment to test this philosophy. Some of the servicemen who had been selling for some time had made outstanding records for sales. One of these men was relieved of his service work and assigned to full-time sales. The resulting increase in business indicated that salesmen with service backgrounds could bring in more business than salesmen without newspaper selling experience and without the experience of working closely with Scan-a-graver installations.

However, few of the servicemen

had done an exceptional job of selling. Most of them had done very well and would continue to do a good job of both service and sales; but when it came time to choose several full-time salesmen, there were only a handful out of a country-wide service organization.

By this time we knew what we were up against. About a third of the daily papers in this country were using the Scan-a-graver, but we wanted the other two-thirds, too. There were less than 100 weekly papers using the machine out of a total of 10,000 in this country. Our fine-screen machines had been introduced to the commercial printing field but we were meeting stiff sales resistance from established methods.

At the same time we realized that 3 years of experience gave us certain advantages. The leasing arrangement has become one of our strongest selling points, whereas once it was the issue of greatest sales resistance. Some papers had saved very substantial sums of money using the machine and others had made substantial profits from increased circulation and from selling pictures to advertisers, other papers, and job shops.

Quality, too, ceased to be an arguing point and became a strong sales point. For two years in a row the F. Wayland Ayer Cup, the coveted award for excellence in newspaper typography, had gone to a Scan-a-graver user. Many papers were enjoying improved quality of picture reproduction through the Scan-a-graver's plastic cuts which permit direct printing on tubular presses.

Two-thirds Untouched

Our service organization had built up an excellent reputation not only for maintaining the machine, but for working with the account all the way from the darkroom to the press to improve picture quality. Our Customer-Engineer became the symbol of the Scan-a-graver program.

Price, quality, and service were proven quantities. Still there was two-thirds of the daily newspaper market to bring into the fold and we hadn't made a significant scratch in the weekly newspaper or commercial printing fields. New and improved models for both fields were ready for marketing. So, it was time to take the third step on the way to establishing a separate sales organization.

Three area representatives were relieved of their service work and were assigned to the sales force. About the same time 2 new men were hired for sales. The latter had years of experi-

ence selling advertising services to newspapers and they had both been weekly newspaper publishers. This was the first time we had hired anyone with newspaper experience for sales work.

We are now well on our road to separate sales and service organizations. For the first time we have full-time salesmen so we can now plan, direct, and accomplish an aggressive sales program. We still have combination sales-servicemen, but we also have men who are now exclusively on service. In time the sales-servicemen will either become full-time salesmen, or servicemen. Then the evolution of an unusual organization that came into being through necessity will be complete.

Then and Now

This was our organization (excluding correspondents-clerks) in the Spring of 1949:

Sales Manager	1
Service Manager	1
Area Servicemen	5
Total:	7

And this is our organization today:

Sales Vice-President	1
Sales Manager	1
Assistant Sales Manager	1
District Sales Supervisors	2
Salesmen	8
Sales-Servicemen (Area)	21
Service Manager	1
Assistant Service Manager	1
District Service Supervisors	2
Combination Sales-Service Supervisors	3
Servicemen (Area)	6
Serviceman (Floating)	1
Total:	48

Plus an Advertising-Public Relations Department.

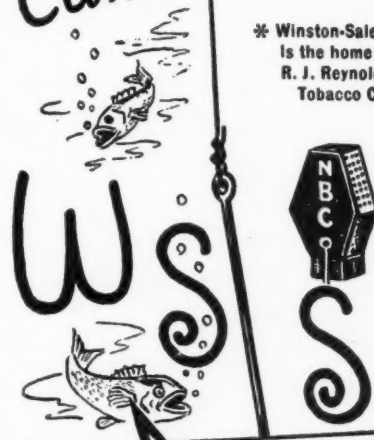
Some idea of the progress that has been made to date can be gleaned from a few figures. There are approximately 800 Scan-a-gravers installed with about another hundred under contract but not yet installed. Income from the program is now at the yearly rate of about two and a half million dollars. We came out of the red back in the fourth quarter of 1950—our second year. Since then our profit percentage has increased steadily.

Rent on the Scan-a-gravers varies from \$185 to \$210 a month, depending on the screen size of the machine. The new model designed for the

**SELL MORE IN THE
SOUTH'S
No. 1 State!**

*A Lucky Strike
in the
Camel City**

* Winston-Salem
is the home of
R. J. Reynolds
Tobacco Co.



1/5th* of

**ALL
AUTOMOBILES
SOLD IN
NORTH CAROLINA
WINSTON-SALEM'S**

WSJS

**15-COUNTY
MARKET**

***\$104,500,000**

**SM 1952 Survey of
Buying Power**

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, **FIRST** in the morning—**FIRST** in the afternoon—**FIRST** in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: **HEADLEY-REED CO.**

WANTED

AT ONCE

FOR DELIVERY

During the Coming Year

\$2,000,000,000

in RAW MATERIALS, PARTS
CONTAINERS and SUPPLIES

\$200,000,000

in MOTOR TRUCKS
and SUPPLIES

\$80,000,000

in BAKERY MACHINERY

Will Pay Regular Prices

We buy over 50 kinds of food ingredients; also most every item used in mechanized production and distribution. Cut yourself a slice of our market . . . call a BAKING INDUSTRY representative now.

This advertisement sponsored by the bakers who read BAKING INDUSTRY, representing 92% of the buying power of the Baking Industry.

15,197 ABC

More bakers subscribe for BAKING INDUSTRY than for any other bakery magazine.

BAKING INDUSTRY



SINCE 1887

**Bakers'
Helper**

105 W. ADAMS ST., CHICAGO 3

weekly field will lease for \$147. In addition, to the rental income, there is the revenue from the sale of the special scan-a-plate material used on the machine.

Indirectly the Scan-a-graver has affected other business. Advertising men and publicists are waking up to the huge picture market created by the Scan-a-graver. They are just beginning to realize that those papers who wouldn't use picture hand-outs previously because of engraving costs are now crying for free pictures—if they are good.

RKO Pictures was the first to catch on. About a year ago they wanted to revise their picture release mailing list and they were startled to find they could get about 50% more daily newspaper pick-up with modification of picture handling technique. Because the Scan-a-graver does not enlarge or reduce, RKO started a special service of same-size photo releases to users of the machine. Other publicists are now doing this.

National advertisers, too, realize the effect the machine is having on advertising layout in non-metropolitan newspapers. These papers can now use as many photo illustrations in ads as can the big dailies. All they need is copy. Manufacturer's photos are in great demand because they can be used by the local paper to sell more space to the local retailer who would rather use pictures instead of drawings or mats.

New Advertiser Service

Realizing that manufacturers need some vehicle to exploit this idea, Fairchild now has a monthly service going to advertising managers at Scan-a-graver installations in which are listed the national advertisers with product pictures available. This listing is free to the manufacturer since Fairchild considers it a service to its customers who need the pictures. Any manufacturer of retail goods may be listed in this service merely by writing Fairchild and describing those photographs available.

The idea of this service, called the Fairchild Scan-a-graver Profit Maker, is to give advertising managers and retail advertisers *practical* suggestions on how they can use pictures in seasonal, topical, and campaign advertising. Specific ideas are suggested and outlined. Included with the service is a selection of stock photographs which can be used in the suggested ads for that issue, or they show the photographer what type of picture can be taken locally.

The Profit Maker is a boon to the

Your success and your failure are both mental. Every sale, every action and achievement, is first an idea—a thought in your mind. When you sell a commodity you actually sell an idea. The man who is a success is the man who trained himself to act on his thoughts while other people merely allowed themselves to be diverted.

Top Secrets of Successful Selling:
Thought Plus Action
By Jack Wardlaw

local retail merchant who is selling nationally advertised goods because through it he can get photographs from the manufacturer in time to tie in his local advertising (using the same or similar art) with national advertising.

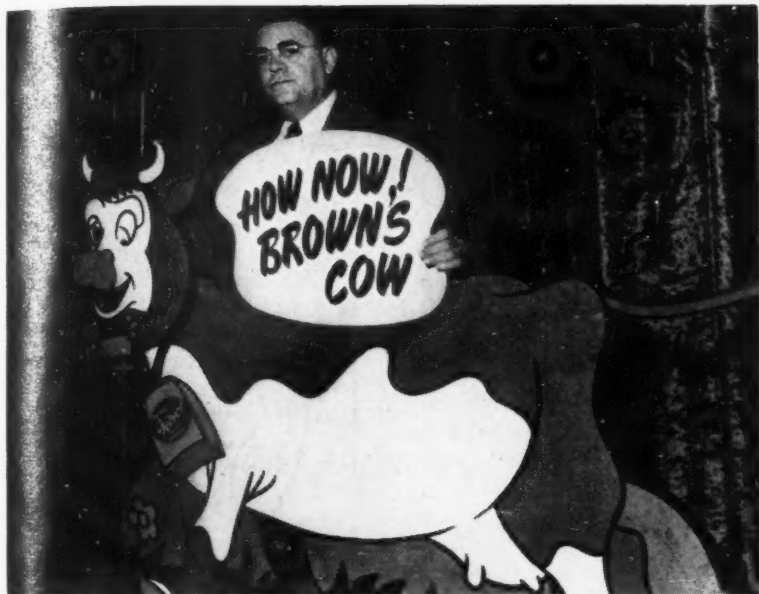
This service and the Scan-a-graver allow the newspaper's advertising department, or the retailer, to create ads using photographs of actual items, etc. Whereas with mat services advertising illustrations are atmospheric or general, product photographs are specific.

Another good example of how our sales effort has matured is our Scan-a-Mobile which goes on the road this fall. This specially fitted truck will carry the Scan-a-graver to newspapers and printers all over the country. The purpose is not primarily to demonstrate the machine, but to show the prospects how it could be put to use. The salesmen with the truck will take pictures for the prospect or his advertisers, demonstrate the machine by making cuts of these pictures, make suggestions on how the paper should handle layout and copy, and work with the printers to make certain the cuts reproduce well.

The tremendous success of one model of the Scan-a-graver in one part of the graphic arts industry is dramatic proof that the marketing vehicle forced on us by necessity and logic carried us through—even though it creaked and groaned at times. We have captured 40% of the newspaper market for which the Scan-a-graver was designed: the non-metropolitan daily.

We are marketing a *new* model for a new market this fall. This machine is designed for the vast weekly newspaper field. This market is very different from daily newspaper publishing and we face a completely new set of marketing problems. But, this time we are prepared.

SALES MANAGEMENT



HER EYES are rolled by Sales Manager Walter Harris. In New Orleans, he proves it doesn't take a gold mine to sponsor local television shows.

Brown's Cow Cuts Local TV Costs

Imagination, a simple format, local color and a mock-up cow give Brown's Velvet a gilt-edged video sponsorship.

Sponsor: dairy products
Medium: television
Marketing area: two states
Budget: restricted
Problem: get results

"Mr. Brown Goes to Town," a half-hour weekly TV show sponsored by Brown's Velvet Dairy Products, Inc., WDSU-TV, New Orleans, has one of the highest listenership ratings in the station's history. The Pulse, Inc., New York City, rates the program's popularity as 14th in the nation on a local station basis.

Viewers themselves decide what will go into the show's week-to-week menu.

Format of the program (9-9:30 p.m.) is simple and effective, declares Walter Harris, sales manager, Brown's Velvet. "We've had it on the air about nine months," he explains, "but at the same time we have been carrying out regular newspaper, radio, outdoor and point-of-purchase advertising. We have reason to believe, however, that the television program is getting excellent results."

Format: A "Mister Brown" (a station announcer) "goes to town" by visiting places of civic interest in and around New Orleans. TV cameras go with him—from churches to night clubs, from power boat races to hospitals. Groups, organizations and individuals telephone suggestions for Mister Brown's visits. Mister Brown can go almost anywhere likely to be of interest within the station's listening area.

Example: TV cameras once visited the local headquarters of the Society for Prevention of Cruelty to Animals to show "what happens when a typical stray dog is brought in."

Star of the show was a little dog named Rags. The program followed the SPCA's care and feeding of him, and the group's efforts to find a home for him. When all efforts failed, a date was announced for Rags' execution in the carbon monoxide gas chamber. Then the telephone switchboard at WDSU-TV buzzed with local and long-distance calls. Said a caller: "Don't gas the dog—I'm coming out to get him."

Before the show from SPCA headquarters had ended, the station received 91 telephone calls, reflects Harris, "and within the next week the SPCA placed 250 stray dogs in good homes."

Stray dogs and sales of Brown's Velvet dairy products may not seem closely related, but the company depends on responses such as this to measure the program's effectiveness.

Commercials: The program carries a minimum of commercials. Opening commercial shows a fleet of Brown's Velvet trucks moving down a New Orleans street; an announcer describes how these trucks deliver quality milk and milk products to food stores. "The grocer," he reminds listeners, "is the milkman for Brown's Velvet."

According to Harris, there is seldom a middle commercial, and the ending commercial is usually built around a single product. At least once in every show, however, the cameras turn on "Brown's Cow," a wooden animal "with a roguish expression." The cow of course ties in with Brown's Velvet singing commercial, "How Now, Brown's Cow." The jingle has been recorded and "is a popular number on juke boxes throughout the company's territory," says Harris.

Experience with the show indicates that, while inclusion of a number of isolated bits of human interest information helps, each program must have a central entertainment core to hold listeners. "You can't have a mere travelogue," Harris points out. "It's necessary to put at least 15 minutes into a single co-ordinated bit of entertainment."

A recent show "covered" the New Orleans Home Show, consisting of isolated displays and demonstration setups. How to include entertainment? Arrangements were made with the Home Show Management to move up by one hour the nightly floor show act of two singers, allowing them to do their act before Mister Brown's TV cameras.

One of the most unusual shows was televised in the middle of the New Orleans Audubon Park zoo, where 200,000 viewers took a look at everything from whooping cranes (the only live ones in the country) to what is presumed to be the largest Kodiak bear in captivity.

Other places Mister Brown has visited: an amateur theater; 4-H clubs; Xavier University auditorium, to televise the University's 40-voice choir; a YMCA square dance; dance orchestras, Hotel Roosevelt.

No. 3 in a Series

Now, with

50,000,000

**MILES OF
MOVING EXPERIENCE**

NATIONAL VAN LINES, INC.

*Introduces the FINEST
MOVING EQUIPMENT*



• RAIN-PROOF • DUST-PROOF

Also the finest packing and protective equipment, your household possessions travel any distance in absolute safety.

YES SIR . . . for the best moving service, contact your nearest National office or agent—refer to the yellow pages in your telephone book.



Exec. Offices: 2341 Irving Park Road, Chicago, Ill.

**RICH
CENTRAL
FLORIDA**

*Where the Oranges Grow
Where the Cattle Graze*

IS AN

**ISLAND
MARKET**

COVERED ONLY BY
ORLANDO SENTINEL-STAR

MORNING-EVENING-SUNDAY
ORLANDO, FLORIDA

Nat. Rep. BURKE, KUIPERS & MAHONEY

PHOTO-REPORTS ON PRODUCT APPLICATIONS

Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories and releases.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

Why They Don't Forget Angostura

Small-space, small-copy advertisements don't sell? Arthur B. LaFar, president, Angostura-Wuppermann Corp., New York City, will argue with you.

He'll show you those little Virgil (Vip) Partch cartoons that scream, "Don't forget the Angostura," the aromatic bitters for cocktails. And he'll tell you that since the cartoon campaign began in the Fall of 1949, over-all sales of Angostura have increased 33%; that sales of the two-ounce consumer-size bottle are up by 40%.

Then LaFar will pull out of his file a folder prepared by Daniel Starch (business research), New York City, and point out the Starch survey findings: Angostura cartoons consistently get more readers per advertising dollar than any advertisements in the liquor field—sometimes as high as 175 readers per dollar.

Four years ago LaFar had the same problem you have, if you're a limited-budget advertiser: how best to impress a selling message upon the maximum number of prospective users, with a small dollar outlay?

You've seen the Angostura cartoons.

They play up the primary use of the product.

They're based on absurd situations and command attention.

They don't cost as much as four-color spreads.

But the point is, you *have* seen those cartoons. And you remember that you must have bitters to make palatable Manhattans and Old Fashioneds. You may not be able to pronounce "Angostura" correctly when you ask for it, but you'll make a stab at it anyway, and the dealer will fill you in. He's seen the cartoons too, in his liquor trade journal.

So it's understandable that LaFar and his advertising agency, Robert W. Orr and Associates, New York City, decided on "gag-type" cartoons.

The original blueprint looked like this:

For frequency impact, cartoons would be scheduled to appear in weekly publications 26 times a year;



"It's a little crowded since we started putting Angostura* in our Manhattans."

ANGOSTURA.
AROMATIC BITTERS
MAKES BETTER DRINKS

LIKE TO GET 175 READERS per dollar? A series of absurd cartoons has done just that for Angostura-Wuppermann's bitters—and at comparatively small advertising cost. Sales last year: \$1 million.

in monthlies, 10 or 12 times a year. Cartoons would run in magazines whose readers could afford business and livingroom entertaining. The Angostura logotype would be substituted for the usual product picture.

Magazines originally selected are of 3-column format; cartoons were designed 1 column wide, a half-column deep. Reason: they'd get next-to-editorial positions.

Time, *Newsweek* and *The New Yorker* carried the first cartoons in 1949. Cartoons *did* get next-to-editorial position, and often top-of-column-outside position, as well.

But in 1950, LaFar added a four- or five-line paragraph below the logotype. It explains why Angostura is used, what it does for drinks and food.

An important by-product: By rewording the "consumer" caption to one directed toward bartenders and bar management, and adding trade copy, the same cartoon that gets a laugh from the general public has a similar appeal to liquor trade journal subscribers.

Last year the campaign was extended to include 4-column maga-

SALES MANAGEMENT

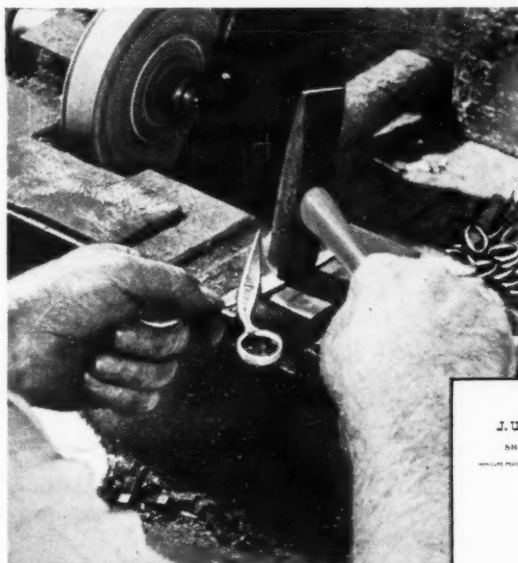
zines, such as *Esquire* and *Holiday*. For the magazines, advertisements are set in square quarter-page size to appear with editorial cartoons carried. A little something else is added above these cartoons — a recipe, slanted toward the gourmet, written with a light-hearted editorial touch.

Since a dash of Angostura is called for in most standard recipes for the big-sellers, Old Fashioneds and Manhattans the cartoons hammer away at these two specific uses. Now, after three years of constant repetition, the appeal is being broadened to stress the importance of Angostura in whiskey-sours and gin-and-bitters.

LaFar has recently decided to concentrate exposure in local weekly newspapers whose circulation saturates suburban high-income areas surrounding key metropolitan markets, where cocktails are considered an adjunct to gracious living. And how about college students? A market for the future? Cartoons run in all campus newspapers accepting liquor advertisements.

Joe Joyce, veteran advertising executive for the Angostura-Wuppermann account, has been responsible

Prominent Users of Strathmore Letterhead Papers: No. 102 of a Series



The finishing of Wiss scissors and shears involves a regular series of twisting, bending and peening operations which bring the blades into exact permanent alignment for sharp, clean cutting.

J. WISS & SONS CO.

SCISSORS • SHEARS • SNIPERS • UNDES
STAINLESS • STEEL • ARTS
MANUFACTURED IN U.S.A. NEW JERSEY, U.S.A.



There is no short cut to QUALITY!

OVER 100 YEARS OF QUALITY SHEARS

Science and invention have provided many improvements in the quality of shears and scissors since J. Wiss & Sons Co., now the largest manufacturer of *high quality* scissors and shears in the world, was first established over one hundred years ago. Yet, even with all the advances, nothing has been created that can take the place of the hands of highly trained and experienced individual craftsmen that are still necessary in 75% of the processes in producing these implements.

When *quality* is standard policy for a company...when it insists that every item that carries its name performs its function to the utmost satisfaction...you can be certain that, like Wiss, it will select a Strathmore letterhead paper to carry this quality ideal in its correspondence.

There are no short cuts to the job of selling a company's quality character. Let a Strathmore paper help to do the job of selling *your* quality standards. In these papers, too, a history of craftsmanship has built an air of quality that is hard to equal. Your supplier can show you some samples of your letterhead on Strathmore papers. You'll see for yourself the difference that quality makes!

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts



"Oh, stop your sulking - I'll put more Angostura* in your Old Fashioned."

ANGOSTURA.

AROMATIC BITTERS

MAKES BETTER DRINKS

*U.S. You know how Angostura enhances the bouquet of drinks - but have you tried a few dashes to spark a salad dressing? Unforgettable!

THIS ONE you've seen before.
Doesn't it tell the whole product story?

for the planning of the campaign. He says the advertisements themselves are only half of the agency's responsibility toward the client's ultimate objective, greater sales.

"Angostura's greatest problem," he observes, "is to remain important to the liquor and grocery trades, and to command good display at point-of-purchase. We're trying to get the product up on the counter or in premium shelf position—and we want to keep it there."

And there's where a million dollar's worth of it was sold last year.

Exposure Gaps Narrow In Sunday Supplements

William H. Marriott, on the business side of newspapering for the past 23 years, took a look at the Sunday supplement field three years ago, decided there were some glaring circulation and advertising gaps despite the existence of the "big three"—*The American Weekly*, *Parade* and *This Week Magazine*.

Last month Marriott announced the birth of a new rotogravure supplement, *Family Weekly Magazine*. Beginning March 1, the supplement—in full color—will be distributed nationally, with a guaranteed circulation of 2 million.

"It is aimed," states Marriott, "at the smaller-circulation newspapers in areas out of the size range of 'the big three'."

Marriott has hand-picked 113 smaller-circulation member newspapers "to provide deep vertical market penetration in areas not covered by spill-over from large urban newspapers carrying *This Week Magazine*, *The American Weekly*, *Parade*." He believes that the new supplement will enable national advertisers to use full-color rotogravure reproductions in these 113 smaller-circulation newspapers that heretofore were not available to advertisers for Sunday color advertising. *Family Weekly* will be placed on all major supplement advertising schedules. Editorial format will be largely pictorial. Offices, 36 E. 36th St., New York City.

Meanwhile, another expansion has taken place in the supplement picture: *The St. Louis Globe-Democrat* now offers readers three rotogravure magazines in the Sunday package. *The American Weekly* has just been added to the newspaper's regular fare, which consists of *This Week Magazine* and the locally edited *Globe-Democrat Magazine*. Only three other newspapers distribute both *This Week Magazine* and *The American Weekly*: *The Philadelphia Bulletin*; *Cleveland Plain Dealer*; *The Cincinnati Enquirer*.

Story Vehicle Created For Appliance Suppliers

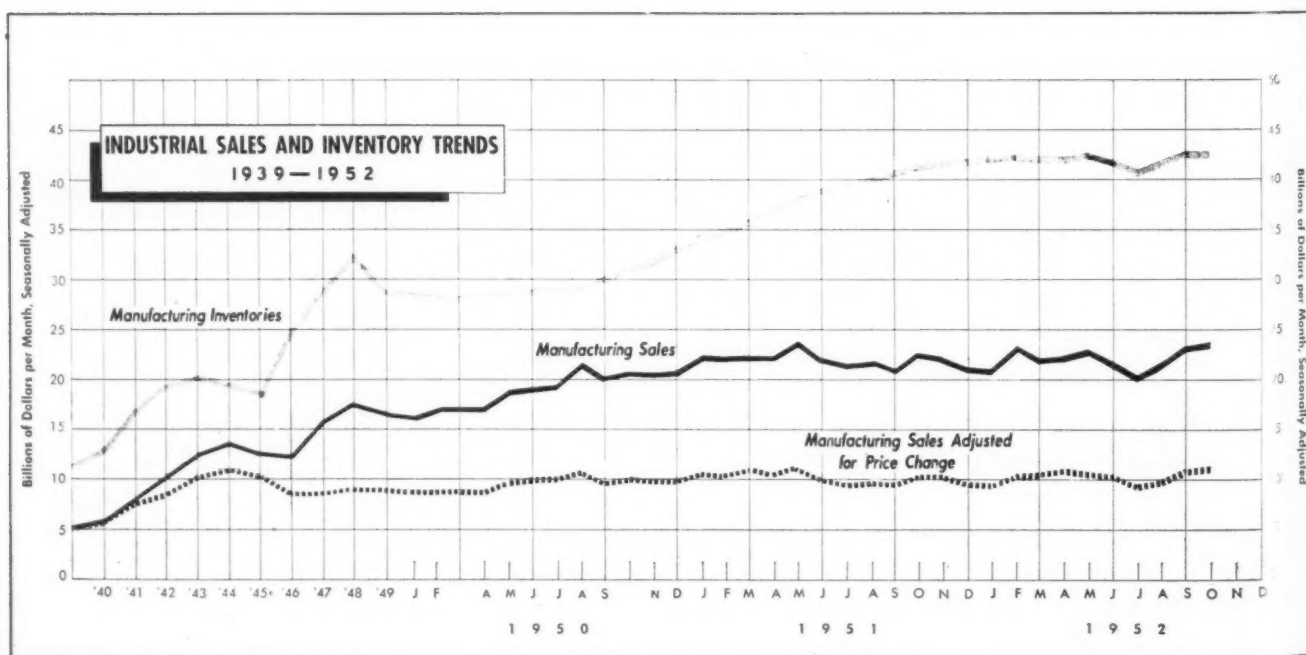
A new business publication, *Appliance Manufacturer*, makes its debut in January for "the men who make the management, design, production and purchasing decisions in America's fastest growing industry—home appliances."

Advertisers-to-be, suppliers of metal, component parts, paint, motors, production equipment and services, will therefore have a specialized story-telling medium which will reach an estimated 15,000 manufacturer-executives in the electric, gas and oil home-appliance field.

Publisher is David R. Watson, who also guides the destiny of *Modern Railroads*. Dave Glenn, formerly the editor of *Modern Railroads*, will edit the new monthly publication from the home office, 201 N. Wells St., Chicago.

Through a series of surveys and market studies, Publisher Watson believes there is plenty of room for a magazine to serve "this huge (\$5 billion), comparatively new industry which produces 6 million units per year."

Articles are to cover designing, planning, inventory, control, inspection, appliance manufacturing methods, supply-market information, and will be fed in from key cities.



Industrial sales reached an all-time peak in October at \$23.6 billion of shipments.

Steel deliveries are still pacing the industrial recovery, which

extends to defense and civilian lines equally. However, there does not appear much prospect of industrial activity continuing to climb at this rate; most observers expect tapering off by year's end.

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It's 2 to 1..

PROFITS ARE BIGGER IN Fast Food

Sound selling to the restaurant trade means following the trend of American eating... to fast food. Here's why: In fast-service eating places, twice-as-many-customers-per-seat means more meals... more profits. Twice the turnover per seat means more restaurants and hotels turning to counter service... more fast food eating places going up everywhere. This means quantities of new equipment needed... by new places... and by operators constantly on the alert for new methods of building traffic, speeding turnover, upping profits.

HOW TO SELL 40,000 FAST FOOD RESTAURANTS

This is the growing part of the restaurant business (the profit slice)! It's big business with big new problems that need help. Help in planning layouts, menus and merchandising... help in business management for greater profits.

Today, 40,000 fast food eating places get just that guidance from FOUNTAIN & FAST FOOD. The magazine that for fifty years helped the soda fountain to grow is now helping its lusty offshoot—the counter restaurant—to grow much bigger.

MORE ADVERTISING... FOR BIGGER BUSINESS

Well worth watching today is the advertising growth of FOUNTAIN & FAST FOOD... matching the growth of the market and the magazine. It's the place where more advertisers are reaching out for more sales.

FOUNTAIN & FAST FOOD

The magazine serving counter and fountain restaurants

386 Fourth Avenue,
New York 16, N. Y.

1902—1952

50th Year of Publication



SALES ENGINEER

under 30 years old with a flair for writing wanted. Good job and future open in advertising department of a well-known instrument company located in New England. Box 2918, Sales Management, 386 Fourth Ave., New York.

YOUNG ENGINEER WANTED

who likes to write. Should have some experience in sales work. Box 2919, SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y.

TECHNICAL WRITER WANTED

If you have a technical background, some sales experience, and can write we have a good job with a future waiting for you in the industrial advertising field. Box 2920, Sales Management, 386 Fourth Ave., New York, N. Y.

The Scratch Pad

BY T. HARRY THOMPSON

Meant to comment sooner on the fine, 16-page, all-advertising section in *The New York Times* of October 5, telling why Nebraska is "the state of opportunity" for industry.

Walter Lister, m.e. of the Philadelphia *Bulletin*, and I were discussing newspaper "fillers," and he quoted his all-time favorite: "Irish potatoes are indigenous to Peru."

J.R.G. tells about the contractor who suspected his workmen of stealing cement. He told his superintendent: "Some of these guys are getting away with mortar."

DOWN-PAYMENT: What you make on a feather bed.

NIT—"Remember the fellow who sat on a hot stove?"

WIT—"You mean the guy who burned his britches behind him?"

"Learn a language now."—Headline on a Berlitz ad in the *Herald Trib.* Some of us might start with English.

I may try a short story on a tiger-woman, largely as an excuse to use the title: "Queen of the Mayhem."

SUBWAY-MOTORMAN: A leader in the underground-movement.

The Hit Parade doesn't mention anything as vulgar as a "juke-box." It's an "automatic coin-machine."

Tin-Pan Alley might do a follow-up, titled: "So Long, Sweet Sue, I'm on a Sugar-Free Diet."

Rhythm-section: The wave of the future is waving good-bye.

Dodger fan Tessie O'Paque is still griping because it sounded to her as though Red Barber and Mel Allen were calling Andy Pafo "antipasto."

Chesterfield cigarettes used to talk about the "right combination." I'm reminded of the phrase when I read that Pearl Buck, novelist, is married to Richard Walsh, publisher.

Suggested poster for Schick Electric: Boy getting first shave, using Schick 20. Copy: "Look, Mom, no blades!"

QUARTERBACK: What you get when you buy the giant, economy size of Ipana.

It will never make the Hit Parade, but I have a hunch that a dance-band's favorite tune is "Good-Night, Ladies."

Aside to Walter Weintz, M.C. (Master Copywriter). Thanks, Walt, for letting me sample the Reader's Digest Book Club. The condensed novels are so satisfying, I can't imagine what was cut.

A 98-cent dictionary would be a good investment for all those reporters who call a convention a "conclave," which is a *secret* meeting.

WPTZ: The TV call-letters that look like a Cryptogram.

Reporting on his "advanced market-research project," Jim Collins tells me about the blonde on a bus reading *True*, the magazine for men.

Dick Walsh, manager of advertising & art, The Standard Envelope Manufacturing Co., 1600 East 30th St., Cleveland 14, O., sends me "You

Asked for It," current issue of *Standard Time*, the company's bright and breezy house-magazine.

I liked: "This is something that isn't so funny: To have too much month at the end of the money." And: "The gold-digger has a strange stratagem. She breaks dates by going out with them." And a slogan: "You can lick our flaps, but you can't beat our envelopes." The cartoons are good for laughs, too.

An old-timer is one who remembers when an *apartment* was a *flat* and when a *virus infection* was just a *cold*.

Some day, I hope to have a bath-shower that doesn't change forces in midstream.

The pollsters played it cozy in the recent election. After 1948, most of them joined non-prophet organizations.

I also have a note here to say that, as the son of a trolley-car motorman, Senator Nixon doubtless considered all contributions as fare.

Following the strike of Chicago elevator-operators, Horace Williams wonders if the new contract will contain an escalator-clause.

The Christophers have a saying I like: "Light a candle!" As Shakespeare indicated in "The Merchant of Venice," you never know how far it may throw its beams.

Standard Envelope's *Standard Time* spotted this sign in a restaurant-window: "Wanted — Man to wash dishes and two waitresses."

Long after Anita Loos, Chase Brass & Copper gets a new play-on-words with: "Gentlemen prefer bronze."

Have you ever lived or worked next to a skyscraper where veterans were waking the dead with their automatic hammers? And then they stopped for lunch? I feel the same relief, now that the political campaigning is behind us. Besides *noise*, it had *smell*.

Hammermill Papers wraps it up with: "You couldn't stay in business without your printer."

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